



City of Phoenix

# CLIMATE ACTION PLAN

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## 2021 EDITION

SEPTEMBER 27, 2021



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## LETTER FROM THE MAYOR



Phoenicians have a unique understanding of our relationship with our environment. Here in the heart of the Sonoran Desert, we know intimately the importance of wise water management, living with resilience to extreme heat, and the joys and dangers of our monsoon season. While we are not naïve to the immense challenges posed by a warming climate, Phoenicians look with bold vision toward the future. In 2015 voters declared their commitment to making Phoenix the most sustainable desert city on the planet.

This Climate Action Plan outlines actions necessary to achieve this vision, charting the path to carbon neutrality and zero waste by 2050 or sooner. It is data-driven and uses the bi-annual greenhouse gas emissions inventory conducted in partnership with Arizona State University to establish baseline emission levels and track progress. It is designed as a living document, able to continuously respond to the ever-changing and unique needs of our city through regular updates. The effectiveness of the actions outlined in this plan will be analyzed and modeled with the support of C40 Cities, a global network of leading cities working to mitigate climate change.

I'd like to acknowledge the enormous time and energy that city staff across departments have dedicated to this project, with special thanks to the Office of Environmental Programs for leading the effort and driving collaboration among departments and external stakeholders. Phoenix is proud to have dedicated public servants who are committed to our shared success. We also appreciate the time, ideas,



and feedback contributed by residents and other stakeholders. The effectiveness of this plan depends on the continued commitment of all collaborators, both within the City of Phoenix and throughout the community.

Climate action is not only a public health and environmental imperative—it is central to ensuring equity and accessibility, modernizing our economy, fostering new jobs and talent in response to emerging markets, and ensuring Phoenix remains competitive. Companies in Phoenix are establishing climate goals and developing the technologies that will power a low-carbon, zero waste economy. We are poised to drive the development of solutions that will support the global paradigm shift to a more sustainable world.

Our city got its name from the symbolism of ‘rising from the ashes’ of an ancient civilization, the Hohokam people, who irrigated this land with canals that serve as the foundation for the canal system we depend on today. This valley has long been home to resilient and enterprising people, and I believe Phoenix has the ingenuity and courageous spirit to honor this legacy and create a better city, and a better world, for future generations to come.

**Phoenix Mayor Kate Gallego**

# ACKNOWLEDGMENTS

Thank you to the climate liaisons who contributed their efforts, expertise, and leadership to help create the first community-wide climate action plan for all Phoenix.

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Arizona Department of Transportation

Arizona Public Service

Arizona State University

Bureau of Reclamation

City of Peoria

City of Tucson

First Southern Baptist Church

Grand Canyon University

Greater Phoenix Economic Council

Maricopa County Flood Control

Mr. Bults Inc.

Pueblo Grande Museum

Resource Innovation Campus

Salt River Project

Secretary of State's Office

U.S. Environmental Protection Agency

U.S. Army Corps of Engineers

## Technical Assistance

C40 Cities

## Special thanks to Joe Gibbs, Retired

*Thank you to Joe Gibbs, retired Air Quality Specialist, who devoted many years of public service in the city of Phoenix and Arizona Department of Environmental Quality. Joe initiated many programs that have improved the life of the residents of Phoenix. We want to recognize Joe and thank him for all the climate-related work he did previously that has allowed us to reach completion of a climate action plan for all Phoenix.*

## Special thanks to Peggy Taylor

*Thank you for your contributions as a graphic artist to the plan's community outreach efforts.*

# EXECUTIVE SUMMARY

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Phoenix is a modern desert city with a unique backstory of human ingenuity and the harnessing of natural resources to sustain life, dating back thousands of years to the Hohokam. For Phoenix to continue to rise and thrive, we need a data-driven guidebook to address and overcome resource challenges and climate threats. This Climate Action Plan will lead the way, providing an actionable framework for growth and development, while building a strong, equitable, and resilient city.

Phoenix (“city”) is the fifth largest city in the U.S. and part of the fastest growing county in the nation. It is ranked as the 4th most desirable city for millennials and the 11th best city to start a business. Its residents enjoy 300 days of sunshine and have access to the largest municipal park system in the nation consisting of 48,000 acres of parks and preserves. The Phoenix economy is strong. With direction from Mayor Gallego and the City Council and solid fiscal management, the city realized a \$158 million surplus in 2021.

To add to these successes, Phoenix voters supported an ambitious vision in the 2015 General Plan **to become the most sustainable desert city on the planet**. A sustainable city improves the quality of life for everyone while allowing nature to thrive.

The Phoenix City Council adopted the 2050 Sustainability Goals that set long-term outcomes necessary to fulfill this vision, and now, this Climate Action Plan (CAP) proposes actions to put Phoenix on a path to achieving the ambitious, long-term 2050 goals. In 2020, the city joined C40 Cities Climate Leadership Group, a network of the world’s major cities committed to addressing climate change. C40 has asked leading cities to commit to stop any rise in emissions after 2020 as well as achieve carbon emissions reductions by 2030 to help curb global emissions and to limit temperature rise to 1.5 degrees Celsius or 2.7 degrees Fahrenheit.

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## GHG Emissions decreased from 2012 to 2018 while our population and the economy grew.

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Climate action planning is not new to Phoenix. Phoenix has invested \$600 million in climate actions in recent years including:

- \$30 million in LED Streetlight project replacing 100,000 streetlights
- \$16.9 million in a state-of-the-art compost facility
- \$25 million in a biogas facility
- \$30 million in retrofits underway to reduce energy use in city buildings
- \$530 million in transit since 2016 under the Phoenix Transportation Plan (T2050) for extended bus and paratransit operating hours, and increased local bus frequency to every 30 minutes or less citywide
- 45 miles of cool pavement installed—more than any other city in the world

These actions and others have resulted in a decrease in per capita greenhouse gas (GHG) emissions from 2012 to 2018, which is significant because this occurred when the city's population grew 12% and the metro area economy grew 26%. The goals identified in the plan will help prepare for the effects of climate change and put the city on a path to reduce GHG emissions by a minimum of 50% by 2030 and to achieve net-zero emissions by 2050.

This Climate Action Plan was developed based on public and stakeholder input on the Climate Action Plan Framework and Draft Climate Action Plan. It separates the goals and actions into the categories of energy, transportation, waste and resilience. Highlighted below are significant goals identified in the plan for the city to achieve the vision:

## Significant Climate Actions Included in This Report:

1. Create an **inclusive and equitable city**, prioritizing investments in previously underserved communities, proactively seeking community input on all major climate policy and related budget decisions and embedding equity in all climate actions.
2. Lead by example by transitioning **city operations electrical use to carbon neutral by 2030** through energy use reduction and implementation of local and utility scale solar projects.
3. Reduce community carbon emissions from buildings, transportation, and waste to move toward becoming **a carbon neutral city by 2050**.
4. **Support increased energy efficiency, renewable energy and new electric vehicle charging requirements in building codes**, to achieve carbon neutral buildings city-wide by 2050 with all new construction being net-positive in both energy and materials by 2050.
5. Attract businesses that turn **waste into resources** and create a thriving Resource Innovation Campus by 2030 to put the city on the path to zero waste by 2050.
6. Support and prepare for **280,000 electric vehicles in the city by 2030** and rapidly expand bus and High Capacity Transit (Light Rail and Bus Rapid Transit) to achieve **carbon neutral transportation by 2050**.
7. Support new **land use and development tools**, such as the Walkable Urban Code, to prioritize people arriving by walking, biking, or using transit, thereby reducing dependence on gasoline-fueled single occupancy vehicles; particularly within and connecting to **Transit Oriented Development Districts, Village Cores and Centers** by the year 2050.
8. Become a top tier **Heat-Ready City by 2025**—implementing the Tree and Shade Master Plan by 2030 and building a network of **200 “cool corridors” by 2050**.
9. Continue to lead internationally in water stewardship – providing a **clean and reliable 100-year water supply**.
10. Create and maintain a **healthy, sustainable, equitable, and thriving local food system** with healthy, affordable and culturally appropriate food for all Phoenix residents by 2050.
11. Significantly improve air quality in the region to **meet federal air quality standards**.

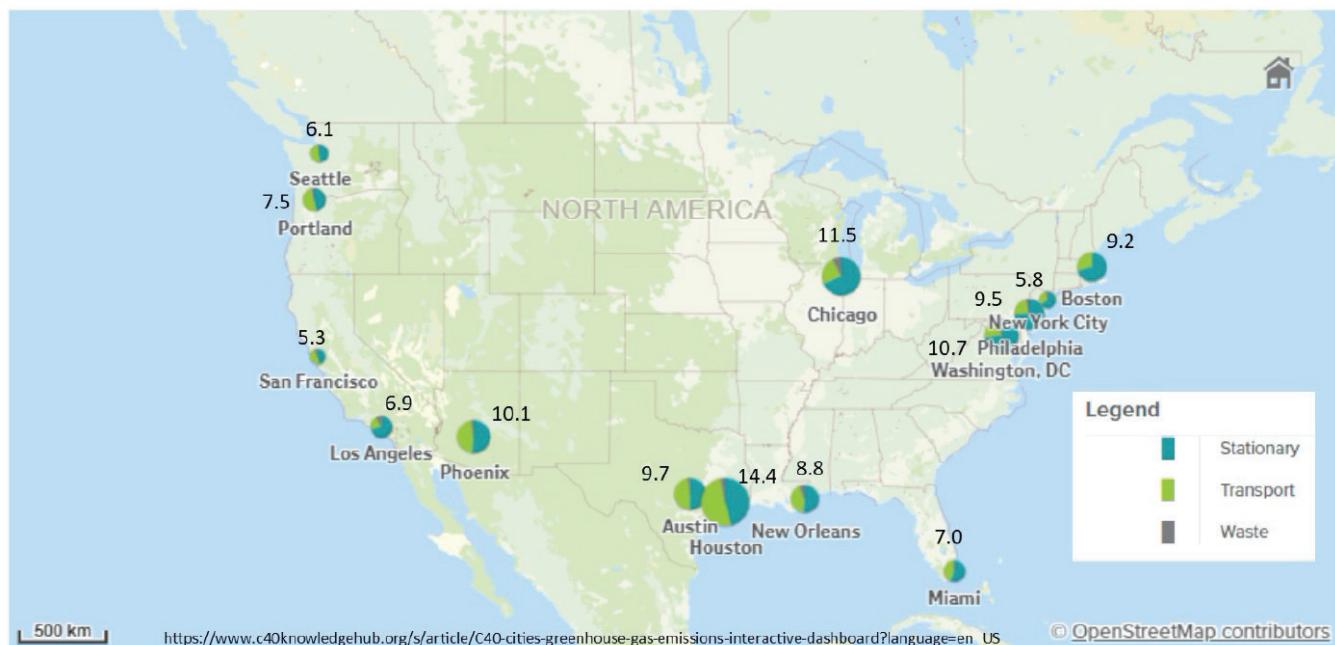
## The Pathway to Carbon Neutral by 2050

Phoenix has accomplished many initiatives, programs, and projects that have led to GHG reductions and provided social, economic and environmental benefits. This plan details those accomplishments and maps out actions, some underway now and some proposed, that will reduce GHG emissions in Phoenix. Many actions described in this plan aim at strengthening community resilience and growth. This Plan is dynamic: it is built on community input and data. Because the plan's very foundation relies on new information, this plan will be updated at least every other year as new information is available, technological innovations are made, and market conditions change.

## GHG EMISSIONS IN PHOENIX

The city has completed GHG inventories for both city operations and community wide for several years. The most recent inventory for 2018 showed that GHG emissions were down 0.5% from the baseline year of 2012. This decrease occurred during a period where the city's population grew 12% and the metro area economy grew 26%. Per capita emissions have also decreased from 2012 to 2018. The map below shows the per capita emissions in large American cities.

Per Capita Emissions Per Year, C40 Cities (US) June 10, 2021



GHG emissions are inventoried in three sectors: Stationary Energy, Transportation and Waste. The latest inventory from 2018 showed the following:

- **THE STATIONARY ENERGY SECTOR – 51% OF GHG EMISSIONS.**

GHG emissions occur from energy used in residential buildings, commercial buildings and facilities, manufacturing industries, agriculture, forestry and fishing energy use, and electricity transmission and distribution energy losses.

**GHG emissions from the Stationary Sector continue to decrease as the electricity grid decreases dependence on fossil fuels and increasingly relies on renewable sources.**

- **THE TRANSPORTATION SECTOR - 47% OF GHG EMISSIONS.**

GHG emissions occur from commercial and civil aviation, on road transportation, non-road vehicle use, freight and light rail. **GHG emissions from the Transportation Sector continue to increase along with population growth**, with the majority of emissions resulting from the use of gasoline-fueled vehicles.

- **THE WASTE SECTOR – 2% OF GHG EMISSIONS.**

GHG emissions occur from solid waste disposal, the biological treatment of waste (composting), and wastewater treatment. **The GHG emissions from the Waste Sector have decreased over time** with the installation of landfill gas capture systems and decreasing emissions from decommissioned landfills.

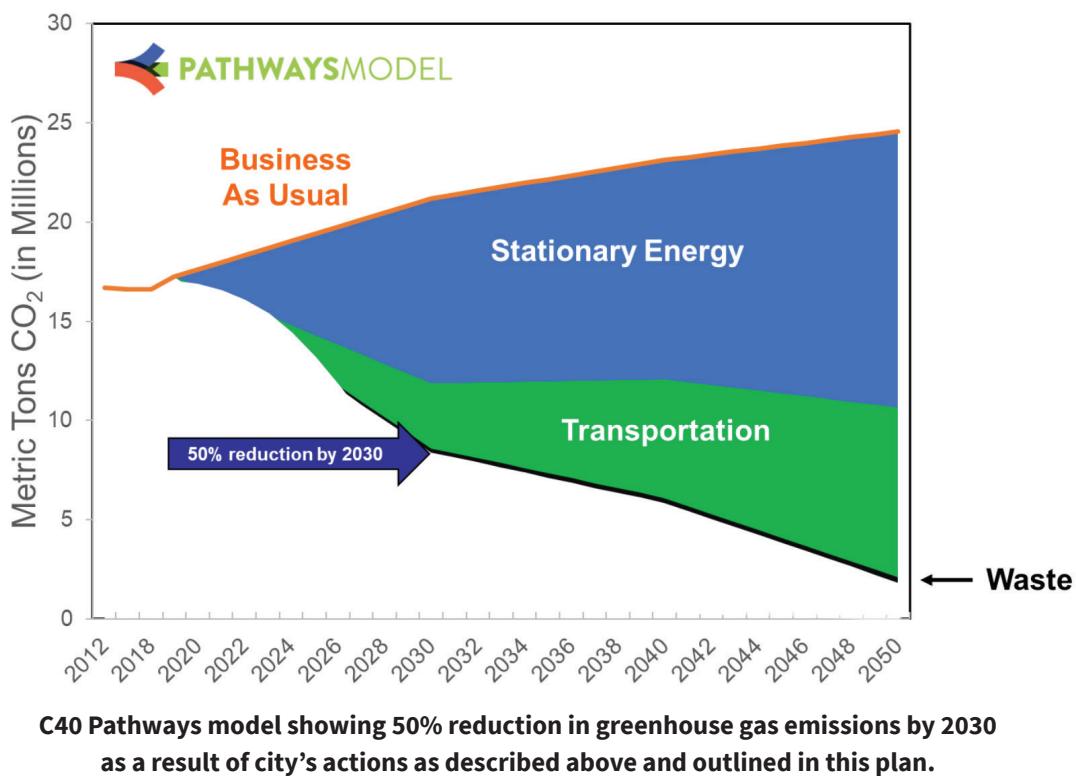
GHG reductions have been estimated using Phoenix data in C40's Pathways model. According to C40 guidance, the city used the most recent GHG inventory and expected population and economic growth to set a baseline or "Business as Usual (BAU)" GHG emissions scenario. The city then modeled planned and proposed climate action strategies and expected market changes to estimate potential GHG emissions reductions by sector.

Actions modeled in stationary energy include electric utilities' grid decarbonization and solar goals and a national executive order to have a carbon pollution-free electricity sector no later than 2035 along with increased use of green gas to power businesses and homes.

Reductions in the transportation sector result from increased investment in a regional active transportation (walking and cycling) network, increased public transit options, and a national executive order to increase sales of electric vehicles, including hydrogen fuel cell electric vehicles, to 50% of all new sales by 2030.

Waste sector reductions result from continued efforts to reduce waste city-wide along with EPA goals to increase recycling to 50% by 2030 and to reduce food loss and food waste by 50% of 2010 values by 2030.

Currently, the city is on track to achieve a 50% GHG emissions reduction (below its 2018 baseline of 16,603,754 MT CO<sub>2</sub>eq) by 2030 and will strive to go beyond that toward achieving net-zero emissions by 2050.



## Getting Beyond 50% GHG Emissions Reductions by 2030

The city has identified 50% emissions reductions and seeks to go beyond as possible. This will require collaboration from business, residents, and other government agencies, advancements in technology, market improvements, and potential changes in policy or state legislation to occur. The city has initiated regional discussions with other cities, local and state agencies, nonprofit organizations, and academic institutions to explore partnerships to address climate challenges, such as heat and air quality. Phoenix will continue to develop new partnerships, advocate for policies at the municipal, state, and federal level that will address our challenges, and engage and incorporate community input regularly and often.

# THE VISION: 2050 GOALS



## GREENHOUSE GAS EMISSIONS REDUCTIONS GOALS:



### Stationary Energy

All buildings will be powered with net-zero GHG sources of energy. All new buildings will be “net-positive” in terms of energy and materials. At the community scale, we will enhance 15 compact centers where the services are provided locally. Residents will be able to live, work and play, all within walking or biking distance.



### Transportation

All forms of transportation will be fueled with net-zero GHG sources of energy. Make walking, cycling, and transit commonly used, enjoyed, and accessible for every Phoenix neighborhood, including our disabled community. This goal will result in 90% of the population living within one-half mile of transit, and projects 40% of the population will choose to commute by walking, biking, transit or car share.



### Waste as a Resource

Phoenix will create zero waste through participation in the Circular Economy where recycled materials are repeatedly used in products, instead of using raw materials.

## RESILIENCY GOALS:



### Air Quality

Phoenix will achieve a level of air quality that is healthy for humans and the environment. Air quality will meet U.S. EPA National Ambient Air Quality Standards and World Health Organization standards, and will achieve a visibility index of good or excellent on 90% of days or more.



### Heat

Reduce urban heat-island effect through green infrastructure as well as doubling the current tree and shade canopy to 25%. Have all residents within a five-minute walk from a park or open space by adding new parks or open space in underserved areas, adding 150 miles of paths, greenways, and bikeways throughout the city, and transforming an additional 150 miles of canals into vibrant public space.



### Local Food System

Maintain a healthy, sustainable, equitable, and thriving local food system with healthy, affordable, culturally appropriate food for all residents.



### Water

Provide a clean and reliable 100-year water supply.

# THE PATH FORWARD: GREENHOUSE GAS EMISSIONS REDUCTIONS GOALS

## Stationary Energy Sector (SES)

- Goal SES1:** Achieve net-zero GHG emissions for municipal operations electricity use by 2030 through renewable energy projects, energy efficiency upgrades, and utility partnerships.
- Goal SES2:** Support energy-efficiency upgrades to existing buildings throughout the city by developing three new community-wide conservation and renewable-energy programs including educational programs and incentives to conserve energy by 2025.
- Goal SES3:** Promote development of community-wide energy projects, including microgrids, that improve the sustainability and resilience of the surrounding community's electricity grid.
- Goal SES4:** Design and construct all new buildings within the city to Living Building Challenge, Net-Positive Design, or equivalent design standards by 2050.
- Goal SES5:** Support policies and projects that help shape an electricity grid that is net-zero GHG emissions by 2050.

## Transportation Sector (TS)

- Goal TS1:** Implement the city's Complete Streets Policy and Active Transportation program to encourage multiple modes of transportation, particularly within and connecting to Transit Oriented Development Districts, Village Cores and Centers.
- Goal TS2:** Increase the community-wide use of low carbon fuels (i.e., fuels other than gasoline and diesel).
- Goal TS3:** Rapidly accelerate electric vehicle (EV) adoption in the community and expand publicly accessible EV charging infrastructure throughout the city to result in 50% of all vehicle sales being electric vehicles by 2030.
- Goal TS4:** Reduce the percentage of single occupant vehicle trips taken to 60% of all trips, through land use and transportation investments that encourage walkable and transit oriented communities while maintaining a thriving economy.

## Waste as a Resource (WR)

- Goal WR1:** Implement programs to reduce waste, increase the reuse, recycling and recovery of waste materials and promote social and economic value.
- Goal WR2:** Reduce GHG emissions resulting from the degradation of waste by capturing landfill gas and converting 100% of the methane (up to 1,500 SCFM) from the SR 85 landfill into renewable natural gas as a substitute for fossil natural gas. Have contract executed and facility constructed and operational by March 2023.
- Goal WR3:** Increase waste-diversion participation by all residents and businesses.
- Goal WR4:** Transition to green alternatives from environmentally hazardous materials.
- Goal WR5:** Expand brownfield redevelopment along the Rio Salado in Phoenix.
- Goal WR6:** Reduce GHG from water and wastewater treatment by capturing biogas from treatment processes and increasing renewable sources of energy.

# THE PATH FORWARD: RESILIENCY GOALS

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## Air Quality (AQ)

- Goal AQ1:** Meet U.S. EPA National Ambient Air Quality Standards (NAAQS).
- 

## Local Food System (LFS)

- Goal LFS1:** All people living in Phoenix will have enough to eat and have access to affordable, healthy, local, and culturally appropriate food.
- Goal LFS2:** Businesses that produce, process, distribute, and sell local and healthy food will be recognized as integral to the economy and encouraged to grow and thrive in Phoenix.
- Goal LFS3:** Growing food in Phoenix and the region will be easy and valued, for personal or business use.
- Goal LFS4:** Food-related waste will be prevented, reused, or recycled via sustainable food production practices that maintain a healthy environment.
- Goal LFS5:** Develop food policies and actions that address local and global challenges posed by climate change, urbanization, political and economic crises, population growth and other factors.
- 

## Heat (H)

- Goal H1:** Create a network of 100 cool corridors in vulnerable communities by 2030 to facilitate movement of people walking, biking and using transit, particularly within and connecting to Transit Oriented Development Districts, Village Cores, and Centers.
- Goal H2:** Increase shade provided by trees or constructed shade in ‘flatland parks’ (not preserves) and street rights-of-ways to achieve a 25% tree and shade canopy in pedestrian areas by 2030, prioritizing communities most vulnerable to heat, particularly within and connecting to Transit Oriented Development Districts, Village Cores, and Centers.
- Goal H3:** Provide resources and services to residents to manage heat.
- Goal H4:** Increase the use of high albedo, or reflective, materials in infrastructure projects.
- Goal H5:** Develop HeatReady certification for cities in partnership with ASU by 2025.
- 

## Water (W)

- Goal W1:** Identify and implement infrastructure projects to ensure water security.
- Goal W2:** Improve conservation of water resources by improving stormwater management, optimizing water use, conducting water audits, and utilizing wastewater.
- Goal W3:** Increase outreach and provide programs to residents and businesses to reduce water use to 155 GPCD by 2030.

# HOW TO READ THE CLIMATE ACTION PLAN

## TWO SETS OF GOALS

### 1 Greenhouse Gas Emissions Reduction Goals

Reduce emissions of greenhouse gases to limit the effects of climate change from the following sectors

**Energy Sector**

**Transportation Sector**

**Waste as a Resource**

### 2 Resiliency Goals

Increase resilience of the city against the effects of climate change in the following focus areas

**Air Quality**

**Local Food System**

**Heat**

**Water**

Each sector or focus area will have goals with associated targets and baselines and have this appearance within the document. These goals will be the Key Performance Indicators (KPIs) used to measure the progress of the climate action plan.

#### GOAL 1

The goal's description.

#### TARGET 1

Measurable target for each goal.

#### BASELINE

The starting point.

Each goal will be followed by actions that will help meet the target and will have an appearance like this example from the Stationary Energy Sector (SES) Chapter.



#### Install solar energy generation systems on affordable housing developments.

City housing developments will include solar power generation as part of the APS Solar Communities Program. Solar installations will promote equity in the distribution of resources to overburdened communities, and will demonstrate our commitment to sustainability investments in all of our communities.

**CITY LEAD //** Housing

← Lead is responsible for the implementation of the action and reporting on progress.

**PARTNERSHIPS //** APS

← Partner has a role in implementing the action alongside the Lead.

**TIMEFRAME //** Short Term

#### Quickstart Actions

*Actions that can be completed by 2025.*

#### Ongoing Actions

*Actions that are in progress.*

#### Pending Actions

*Actions being considered.*

#### Short Term

2020-2025

#### Medium Term

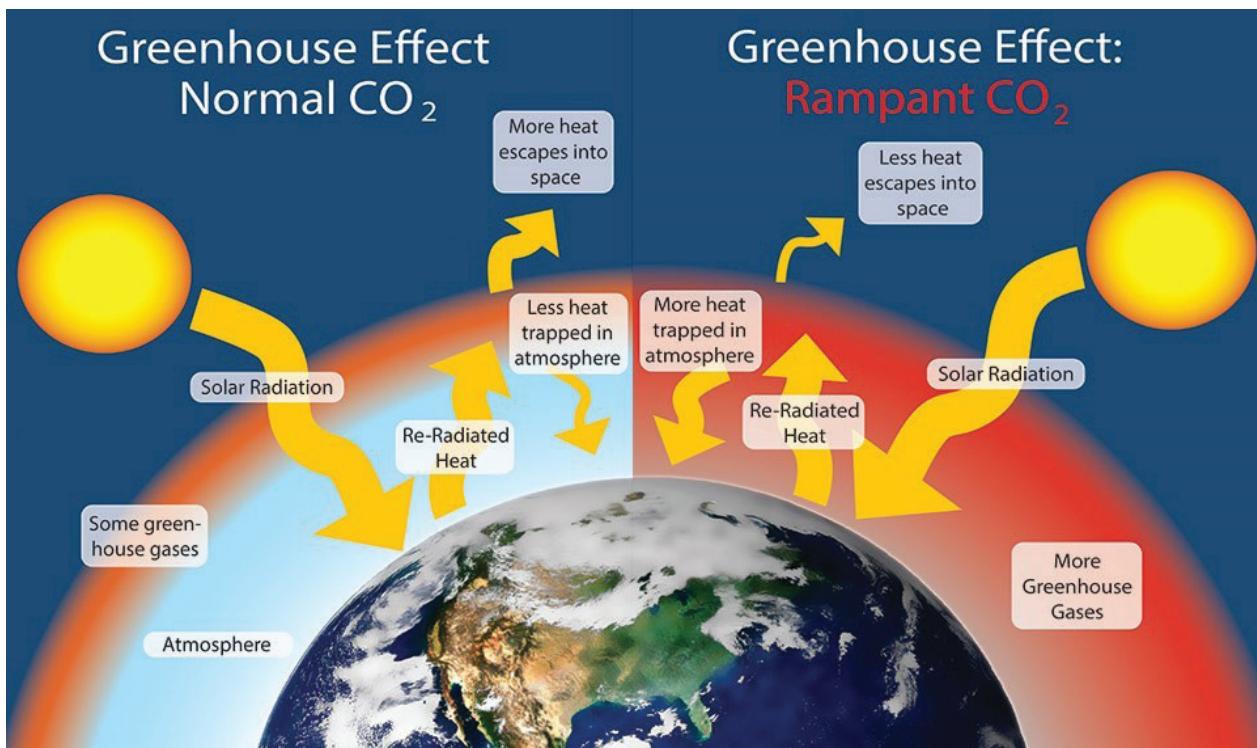
2025- 2035

#### Long Term

2035-2050

# INTRODUCTION

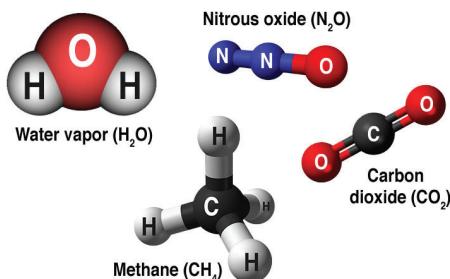
## Greenhouse Gas Emissions and Climate Change



(Source: National Park Service)

## Greenhouse Effect and Climate Change

GHG emissions from human activities have increased dramatically over the past century and a half. These emissions, primarily the burning of fossil fuels for electricity, heating, and transportation, are accelerating climate change. Sunlight warms the atmosphere containing GHGs and the surface of the Earth. GHGs absorb the heat and make the Earth suitable to sustain life. With an increase in GHG concentrations from human activities, more heat is absorbed and retained, rather than being released back into space. This changes our climate, affecting infrastructure, public health, and management of natural resources.



**GHGs include water vapor (H<sub>2</sub>O), carbon dioxide (CO<sub>2</sub>), nitrous oxide (N<sub>2</sub>O), methane (CH<sub>4</sub>) and fluorinated gases.**

# Understanding Phoenix's Greenhouse Gas Emissions

## COMMUNITY-SCALE GHG EMISSIONS

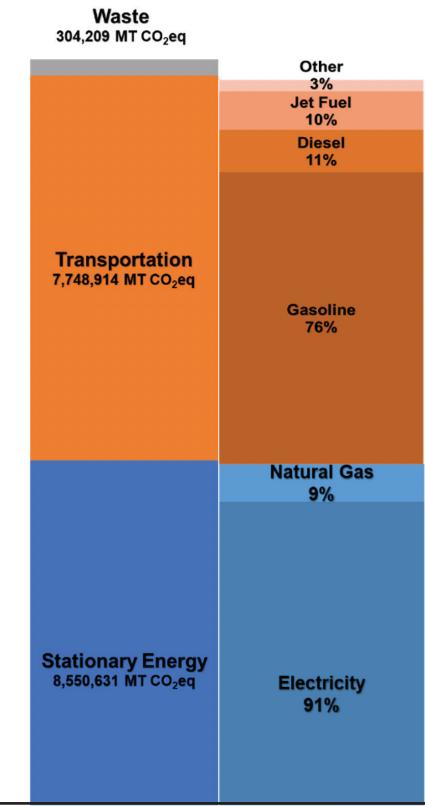
The city of Phoenix has completed a community-scale greenhouse gas (GHG) emissions inventory for calendar year 2018 (the most recent inventory with an inventory for 2020 in progress) in partnership with Arizona State University (ASU) Rob and Melani Walton Sustainability Solutions Service. The 2018 community-scale GHG inventory is the third community-scale inventory completed by the city following the 2012 and 2016 community-scale GHG inventories. The emissions inventories are conducted using the Global Protocol for Community-Scale GHG Emission Inventories (GPC) measured in metric tons of carbon dioxide equivalent (MT CO<sub>2</sub>eq). The GPC is a worldwide standard for quantifying and reporting city-induced GHG emissions developed by the World Resources Institute, C40 Cities Climate Leadership Group, and Local Governments for Sustainability (ICLEI). The GPC categorizes direct and indirect GHG emissions into three sectors: Stationary Energy, Transportation, and Waste. Direct GHG emissions occur within city boundaries, while indirect GHG emissions are induced by activity within the city boundary. In February 2021, the New York Times wrote an article<sup>1</sup> about a study<sup>2</sup> that compared Northern Arizona University's Vulcan carbon dioxide emissions data to self-reported inventories from U.S. cities, including Phoenix. Phoenix's overall community-wide emissions for 2012, the year in the study, were remarkably close to their estimates with only a 3% relative difference. Since the release of the 2012 greenhouse gas emissions inventory, the city has continued to make progress to refine the results from these inventories with the aid of experts from ASU and Northern Arizona University.

- The **Stationary Energy Sector** includes GHG emissions that occur from energy used in residential buildings, commercial buildings and facilities, manufacturing industries, agriculture, and forestry.
- The **Transportation Sector** includes GHG emissions from commercial and civil aviation, on-road transportation, non-road vehicle use, freight and light rail.
- The **Waste Sector** includes GHG emissions from solid waste disposal, the biological treatment of waste (composting), and wastewater treatment.

## Progress Towards Net-Zero Emissions



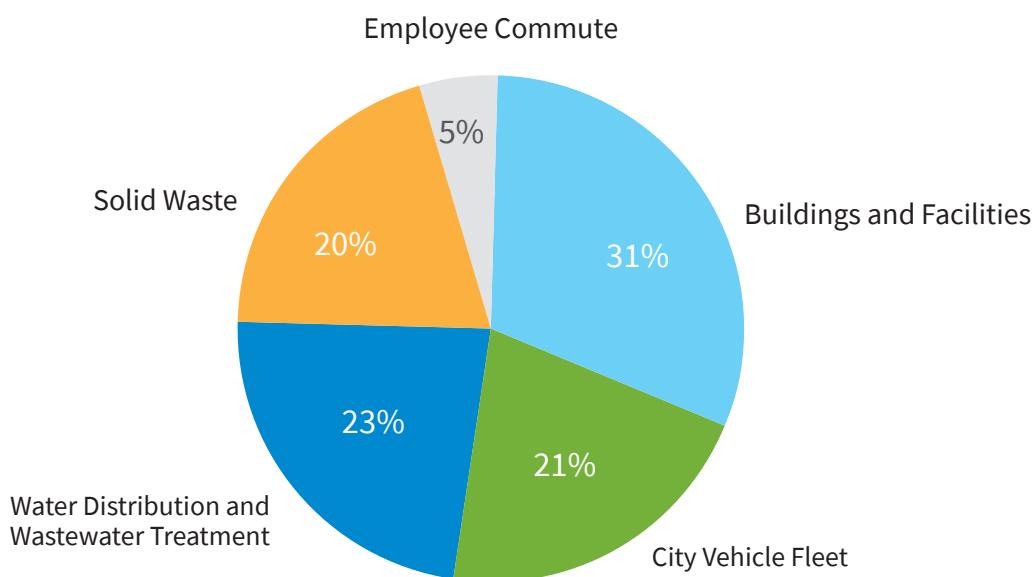
## 2018 GHG Inventory Results



## LOCAL GOVERNMENT GHG EMISSIONS

The city of Phoenix has completed a municipal operations GHG emissions inventory for calendar year 2018 (the most recent inventory with an inventory for 2020 in progress) for local government operations in partnership with ASU Rob and Melani Walton Sustainability Solutions Service. The 2018 local government GHG inventory is the fourth completed local government inventory by the city following the 2005, 2012, and 2015 GHG inventories. The local government GHG emissions inventories are conducted using the Local Government Operations Protocol (LGOP), developed by Local Governments for Sustainability (ICLEI), the California Climate Action Registry (CCAR), the California Air Resources Board (CARB), and The Climate Registry (The Registry). The LGOP serves as a national standard for quantifying and reporting emissions associated with government operations. The inventory includes emissions from those operations for which the local government has the authority to introduce and implement operating policies, as those most accurately represent GHG emissions sources within the city's control. The inventory report is organized into five sectors: **Buildings and Facilities, City Vehicle Fleet, Water Distribution and Wastewater Treatment, Solid Waste, and Employee Commute.**

## 2018 Government Operations GHG Inventory Results



## Progress Towards Net-Zero Emissions



To view the greenhouse gas inventories for a more detailed analysis and methodology, please visit <https://www.phoenix.gov/climate>

## **Phoenix Climate Hazard Assessment**

Located in the Sonoran Desert, summer temperatures in Phoenix can reach near 120 degrees Fahrenheit (F) or 49 degrees Celsius (C), with mild winter temperatures. The average annual precipitation is 7 inches or 178 mm. Precipitation generally is divided equally between winter precipitation and summer monsoon storms that can deliver intense rainfall in short periods of time. Recent global anthropogenic emissions of greenhouse gases are the highest in history and the effects these emissions are having on climate are already being observed. The continued emission of GHG gases will cause further warming and impact people and ecosystems, irreversibly so. These changes will be long-lasting. Significant reductions in GHG emissions are required along with adaptation actions to limit risks due to climate change. The predicted GHG emissions vary over a wide range and are dependent upon socio-economic development and global climate policy.<sup>3</sup> The future will be hotter and the future will be drier, but those impacts will not be experienced equally by all residents of Phoenix.

### **HEAT**

Predicted average surface temperatures will increase mildly, if GHG emissions are moderately decreased (Representative Concentration Pathway (RCP) 4.5), or severely, if GHG emissions continue to increase unabated (RCP 8.5).<sup>4</sup> All predictions indicate that surface temperature will increase over the 21st century and heat waves will occur more often and last longer across the globe.

Exposure to hotter temperatures and heat waves has increased heat-associated deaths in Arizona. During high ozone pollution advisory days, mortality risk is increased if concurrent with a heat wave. The region also has a disproportionately high number of cases of West Nile virus, plague, hantavirus pulmonary syndrome, and Valley fever cases. Wildfires have burned twice the area than what would have had climate change not occurred from 1984 until 2015.<sup>5</sup> Increased heat and drought will affect agriculture as heat stress reduces yield.<sup>6</sup> The Maricopa County Multi-Jurisdictional Hazard Mitigation Plan indicates that extreme heat events are highly likely for Phoenix and has a high significance in emergency preparedness planning.<sup>7</sup>

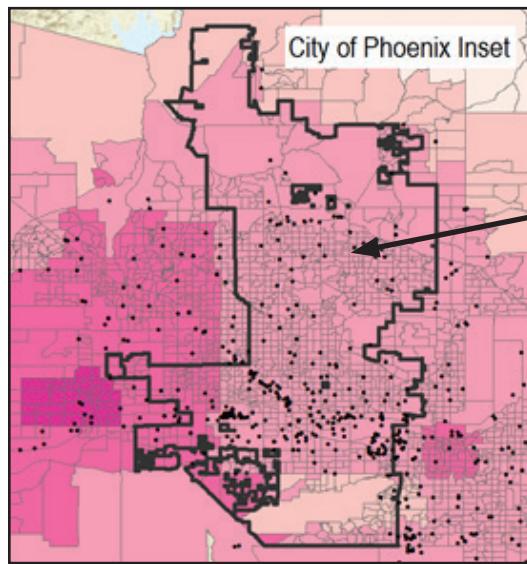
### **DROUGHTS**

The Southwest region has the hottest and driest climate of the United States. Higher temperatures are increasing the drought in the Colorado River Basin and have resulted in a loss of 60% of the volume in Lake Mead, from which Phoenix, along with other cities and agricultural users, draws water via the Central Arizona Project. Risk of water shortages has increased as a result of reduced water volume in Lake Mead and Lake Powell. A Drought Contingency Plan (DCP) was created by governments across the seven U.S. states that use of Colorado River water, the federal governments of the U.S. and Mexico, and local water utilities. The DCP requires voluntary decreases in water use to maintain levels at Lake Powell and Lake Mead. In addition, Arizona's average monsoon rainfall is expected to be reduced by 30-40% by 2100. The number of drought months will increase slightly under the low GHG emissions scenario, but will increase for all areas of the city, especially for the northern and western areas. The Maricopa County Multi-Jurisdictional Hazard Mitigation Plan shows droughts are likely and has moderate significance in emergency preparedness planning.<sup>7</sup>

## EXTREME HEAT: Maximum Summer Temperature

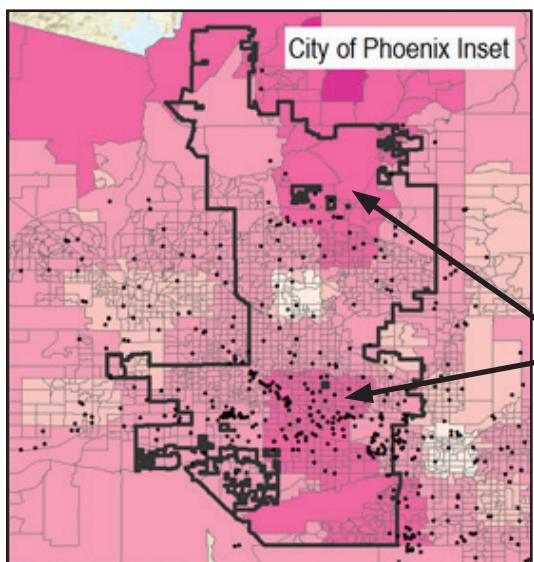
Phoenix recently completed a study in partnership with RTI International (formerly Research Triangle Institute) and U.S. Environmental Protection Agency (EPA) to create a Phoenix-specific assessment regarding indicator-based community vulnerability from site and waste management facilities following extreme events, including extreme heat and drought. On the maps below, the darker the shade the higher the temperature.

### Historical (Average from 1986-2005)

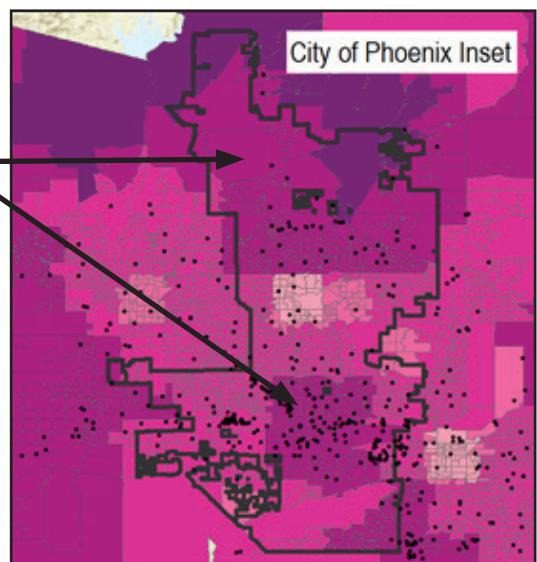


### Model of the Future (Average from 2040-2059)

Moderate GHG Emissions Decrease  
(RCP 4.5)



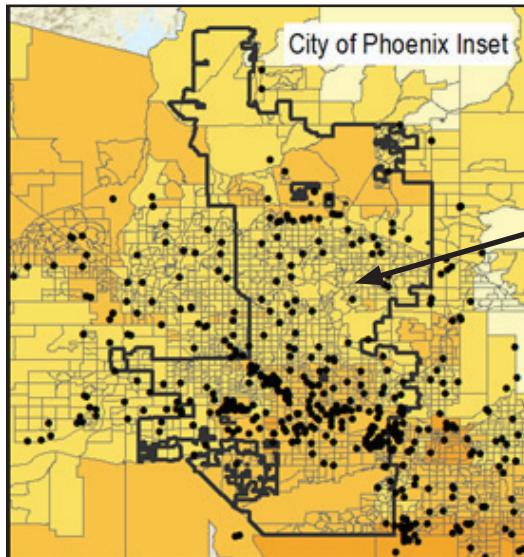
Business as Usual  
(RCP 8.5)



## DROUGHT: 12-Month Standardized Precipitation Evapotranspiration Index

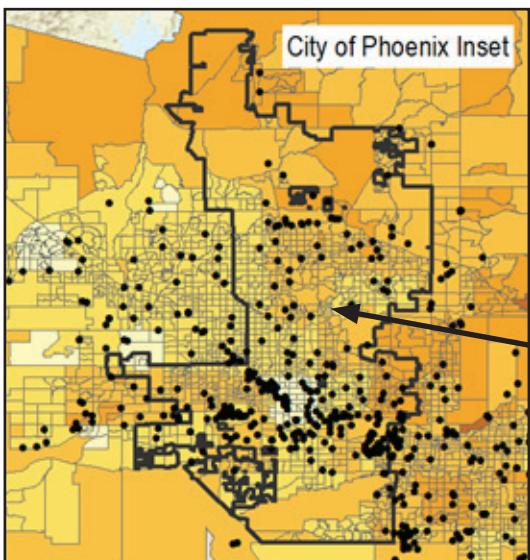
On the maps below from the RTI/EPA study, the darker the shade the more months with drought.

### Historical (Total Drought Months from 1986-2005)

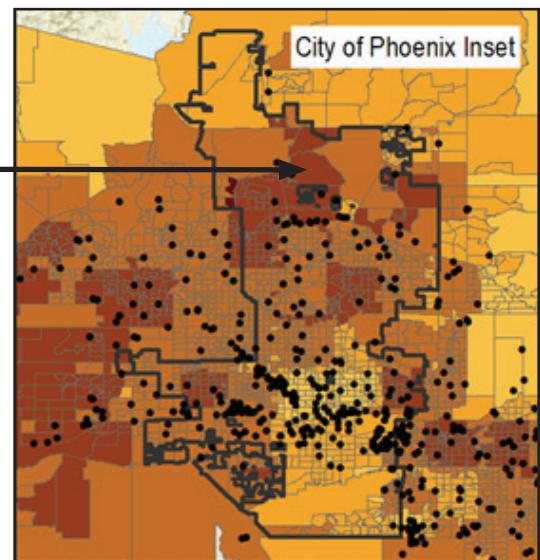


### Model of the Future (Average from 2040-2059)

Moderate GHG Emissions Decrease  
(RCP 4.5)



Business as Usual  
(RCP 8.5)



## C40 Cities Deadline 2020

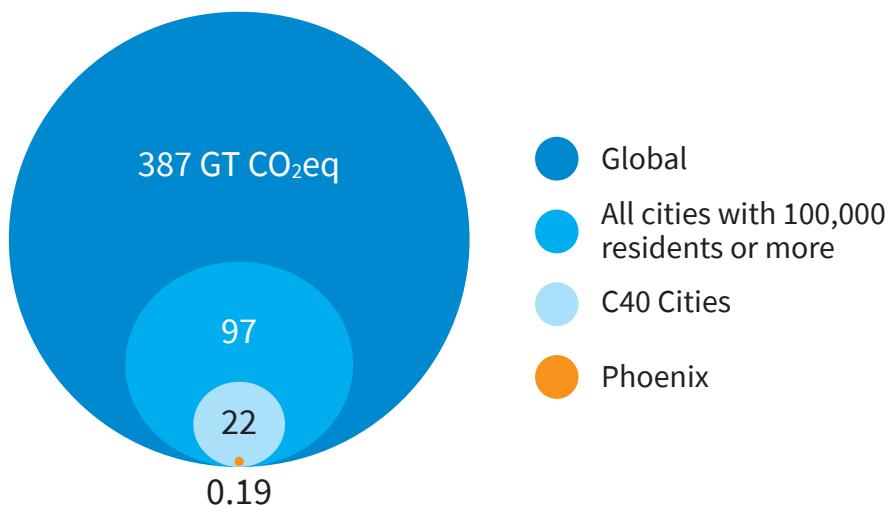
Created and led by the world's cities, the C40 Cities Climate Leadership Group connects 97 of the world's leading cities, representing one-twelfth of the population and one-quarter of the global economy. Phoenix joined C40 in 2020. In 2016, C40 released the Deadline 2020 report, providing a route map for C40 member cities to equitably work toward the goals of the Paris Agreement to limit the temperature increase to 2.7 degrees F (1.5 degrees C) above pre-industrial levels.<sup>8</sup>

### CARBON BUDGET

In the Deadline 2020 research, C40 Cities calculated a carbon budget for member cities to help global warming stay within 2.7 degrees F (1.5 degrees C) above pre-industrial levels. For Phoenix, that amount is 0.19 metric gigatons of carbon dioxide equivalent (0.19 GTCO<sub>2</sub>eq).<sup>8</sup>

### PER CAPITA EMISSIONS

To look at emissions across many cities globally, Deadline 2020 calculated an average per capita emissions goal of 2.9 MT CO<sub>2</sub>eq per capita by 2030. It also allocated different typologies to cities, such as projected economic growth in terms of their gross domestic product (GDP) and level of GHG emissions. Due to its comparatively high GDP and current high emissions of 10 MT CO<sub>2</sub>eq per capita (2018), Phoenix is in the category that calls for rapid decline in emissions toward and beyond the 2.9 MT CO<sub>2</sub>eq per capita by 2030 to carry its fair share of emission reductions and support all cities meeting the goal.<sup>8</sup>



## Achieving 50% and Aiming for 67% GHG Emissions Reductions by 2030

The United Nations Intergovernmental Panel on Climate Change (IPCC) Special Report on Global Warming of 1.5°C (SR1.5) stated that global GHG emissions must be reduced by 40-75% by 2030 to be on track toward the Paris Agreement goal to keep warming to 1.5°C, and C40's Deadline 2020 research indicates that cities like Phoenix should reduce emissions by about 67% by 2030 to support that global goal as equitably as possible, assigning a greater reduction goal for cities that already have higher emissions.<sup>9</sup>

With this plan, the city has modeled GHG emissions reductions of 50% from its 2018 baseline by 2030, and will work to close the remaining 17% gap of emissions reductions with collaboration from business, residents, and other government agencies, advancements in technology, market improvements, and potential changes in policy or state legislation. Today there are barriers preventing the city from making the full commitment to the 67%, but anticipated efforts at the national and state levels and by leading businesses will support the city's work over time. For example, fuel efficiency standards are likely to increase substantially between now and 2030 along with the increase in electric vehicle sales and appliances will continue to become more efficient.

Using the C40 pathways model, the city has estimated what it would take to achieve a 67% reduction in emissions by 2030 on track to net-zero by 2050 and identified a variety of barriers that impede that goal currently. As the city implements the climate action plan, the city will continue to update the goals and planned actions and add additional actions as barriers are reduced to achieve higher GHG emissions reductions.

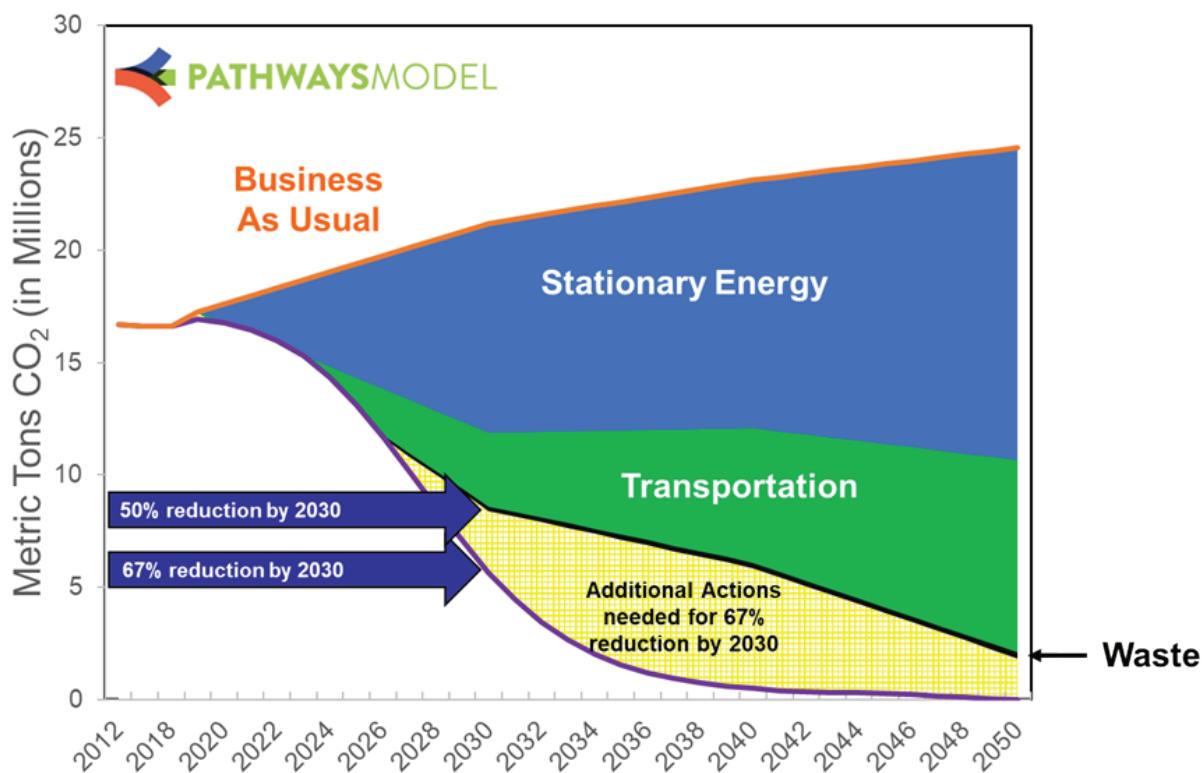
## Greenhouse Gas Emissions Reductions Model

Phoenix used the Pathways model developed by C40 Cities to evaluate the greenhouse gas (GHG) emissions reductions that would result from planned and proposed climate actions. A Business as Usual (BAU) scenario was first estimated using Phoenix's previous GHG emissions inventories with predicted emissions in this scenario expected to be 21,192,854 MT CO<sub>2</sub>eq by 2030 and over 24,562,619 MT CO<sub>2</sub>eq by 2050.<sup>10</sup> The purpose of this work is to determine what climate actions are feasible and can help the city meet the reductions necessary to support the goals of the Paris Climate Agreement, achieving the city's goal of at least 50% GHG reduction by 2030 from the 2018 baseline, and becoming a net-zero GHG emissions city by 2050.

### WHAT IS IN THE SCENARIO

The scenario includes the goals and commitments adopted by Mayor Kate Gallego and the members of the Phoenix City Council, including the 2050 Sustainability Goals and C40 Cities Deadline 2020;<sup>11</sup> actions planned by the Arizona Public Service (APS)<sup>12</sup> and Salt River Project (SRP);<sup>13</sup> the Executive Order on Tackling the Climate Crisis at Home and Abroad;<sup>14</sup> expected market trends for electric vehicles, both battery electric and hydrogen fuel cell;<sup>15,16,17</sup> and an announcement from the federal administration and vehicle manufacturers that aims to increase sales of electric vehicles to 50% by 2030.<sup>18</sup> Transportation modeling used information from the Maricopa Association of Governments' Active Transportation Plan<sup>19</sup> and Travel Demand Model.<sup>20</sup> Waste reductions modeling result from continued efforts to reduce waste city-wide with a zero waste goal by 2050 along with EPA goals to increase recycling to 50% by 2030<sup>21</sup> and to reduce food loss and food waste by 50% of 2010 values by 2030.<sup>22</sup>

In the creation of this plan, additional actions were proposed including increased deployment of solar and use of green gas to substitute natural gas use, increased transition of trips from solo driving to more use of transit and walking and biking.



C40 Pathways model showing 50% and 67% reduction in greenhouse gas emissions by 2030 and net zero by 2050.

The model shows reductions by sector that will result in a minimum 50% decrease in GHG emissions from the 2018 inventory baseline by 2030. The yellow shaded area indicates the amount of GHG emissions that still need to be addressed to meet the city's Deadline 2020 target of a 67% reduction below its 2018 baseline. The city has considered what it would take to meet that goal and determined that these actions are not feasible at this time, but the city will continue to work with partners toward this goal and add actions that support it.

To reach a 67% reduction below the 2018 baseline by 2030, a number of additional actions are indicated by the modeling. For the stationary energy sector, the grid would need to be further decarbonized with a significant increased use of green gas that is not considered feasible at this time. Transportation would need to be split into roughly equal thirds of travel by active transportation, public transit with the remaining third being primarily in electric vehicles. Emissions from the waste sector are low and are already being addressed as much as feasibly possible in the current actions.

By 2050, the remaining emissions are from the transportation and waste sectors. For transportation, the GHG emissions are from those modes of transportation that are not easily electrified like airplanes, off-road vehicles and railways/trains. The remaining emissions from the waste sector are from landfill gas from already in place material. The city will continue to monitor those emissions and will develop actions to balance those remaining emissions actions to sequester or offset them.

## Overcoming Barriers to Meeting our Climate Action Goals

The city of Phoenix has worked collaboratively across departments and with a wide array of stakeholders to develop this ambitious climate action plan. In this process, a number of barriers that can affect the progress of climate action in Phoenix have been identified. These are categorized by type according to C40 guidance for barriers analysis. The city has selected the actions in this plan in the context of these barriers, and the lead departments for each action will work with partners to address these where applicable. The Office of Environmental Programs will monitor and update these barriers with future climate action plan reporting and updates.

### LEGAL AND INSTITUTIONAL

The implementation of the climate action plan will require the city of Phoenix to work with partners across multiple sectors, since it lacks legal and institutional authority to completely implement all actions necessary on its own.

For the Stationary Energy Sector, the city must rely on the electric utility companies and their regulator the Arizona Corporation Commission (ACC) to meet state and national energy goals. The city can implement direct strategies through investments in clean energy and energy efficiency improvement projects, which include over 40 behind-the-meter solar projects on city properties and projects like LED streetlighting.

In the Transportation Sector, motor vehicle emissions are regulated at the federal level, while regional transportation planning falls under the Maricopa Association of Governments, and the Valley Metro Transit System is the organization responsible for public transit. The city must coordinate with these partners to support more ways for residents to reduce car use and take public transit, bike or walk. The city can support its goals directly with increased transit-oriented development and active transportation infrastructure such as protected bike lanes, while also promoting the use of electric vehicles with investments in electric vehicle infrastructure and community education and outreach.

In the Waste Sector, the State has pre-empted the banning of single-use plastic bags. Also, the city can only offer recycling to single-family households, per a city ordinance. This means that multi-family complexes and businesses must receive trash and recycling services from a private hauler. The city worked with the Arizona Multi-Housing Association to create an ordinance requiring that new multi-family complexes build in dedicated capacity for recycling.

Arizona has adopted self-imposed constraints limiting the state's authority to regulate beyond the scope of Federal authority. For Arizona, rules must be examined to ensure that they are "...consistent with and no more stringent than the corresponding federal law that addresses the same subject matter." (ARS 49-104(A)(17). This makes it difficult for the city and state to go beyond national ambition, and the expected national investment in climate action should support the city's goals but much of that work is still underway.

### **FINANCIAL AND ECONOMIC**

Many climate actions require significant funding to implement, including increased public transit and renewable energy generation. For example, funding for Transportation 2050 that will increase public transit options is estimated to be \$31.5 billion over 35 years. Increases in the uptake of electric vehicles is expected to come when electric vehicles reach price parity with internal combustion engines. The Arizona Corporation Commission recently released a study that showed the costs to transition to 100% GHG reductions by 2050 and found that this will increase costs to residential customers from \$18 per month by 2035 to \$60 month by 2050.<sup>23</sup>

The city continually investigates different financial tools to implement sustainability projects. The city has developed one of the nation's first Sustainability Bond Frameworks to attract new investors interested in supporting sustainable infrastructure. These types of bonds were used for the city's water infrastructure, which include the Drought Pipeline Project, which will provide water to areas of the city dependent on water sources that are currently decreasing due to climate change.

### **POLITICAL AND SOCIAL**

Political and social considerations were taken when developing the climate action plan. For example, many individuals prefer or need to travel alone in their passenger vehicles. As this is the case, focus in the plan was made to transition more internal combustion engine vehicles to electric vehicles and to increase public transit options to make it more convenient. Many of the successful initiatives found within the plan required political acceptance and support to implement. To continue this success, further outreach will need to be completed to show the financial and environmental benefits from pursuing climate action. In addition, regional collaboration will be necessary to accomplish transportation and air quality goals. Actions within the plan include advocating for policies at the municipal, state and federal levels to accomplish these goals.

### **PRACTICAL AND TECHNOLOGICAL**

Practical and technological barriers exist in the implementation of public transit options, electric vehicle deployment and renewable energy generation. Transportation options are difficult to implement in a city as widespread as Phoenix where an average trip distance is 18 miles. Many of the public comments were to increase public transit options to make it more convenient to travel that way. Electric vehicle deployment will require significant infrastructure upgrades for residents and businesses to be able to power these vehicles. Electric vehicle options for medium- and heavy-duty options are limited at this time. Electric buses are not feasible for use as public transit in Phoenix due to the increased energy requirements for air conditioning. Transitioning to an electrical grid reliant on renewable energy will require storage options that are currently not available at this time to ensure reliability.



## EQUITY AND ENVIRONMENTAL JUSTICE



# EQUITY AND ENVIRONMENTAL JUSTICE

Phoenicians are already experiencing impacts from climate change, from hotter, drier summers to record-breaking fire seasons and floods that require years for communities to fully recover.

We are all impacted by climate change, but some experience these impacts much more acutely than others. Black, Indigenous, and People of Color, lower-income individuals, historically underrepresented groups, children and older adults, and those experiencing multiple environmental burdens are disproportionately impacted by climate change. Our climate action will not succeed without including all Phoenicians, especially the overburdened communities.

Overburdened or disproportionately impacted communities must be identified, and involved in climate action processes.

## How Climate Change Impacts Overburdened Communities

Climate change intensifies adverse conditions for people already burdened by historic and current harms to health, social wellbeing, political agency, economic conditions, and/or environmental quality. Communities already dealing with these existing burdens are more vulnerable to the impacts of climate change.

Existing disparities are worsened by climate change impacts. In Phoenix, heat extremes and poor air quality from wildfires impact individuals and families who may already be dealing with chronic health conditions, inadequate healthcare or insurance, or a lack of clear and reliable information.

Every action is a climate action. All aspects of society including, in part, our health, our economy, and our food systems are directly influenced by climate change. Our climate strategies must use this logic to understand the potential impacts, both positive and negative, direct and indirect, on overburdened and disproportionately impacted communities. Using the values as described by Colorado's Air Pollution Control Division Climate Equity Framework<sup>24</sup> will help us do that:

**VALUE 1: Equitable Representation** - The Climate Action Planning process should provide easily accessible opportunities for any interested person to participate.

**VALUE 2: Prioritizing Benefits** - Climate Action Planning strategies with the potential to provide benefits to individuals or communities, overburdened communities should be prioritized.

**VALUE 3: Economic Impacts** - Climate Action Planning strategies should reduce costs, including currently externalized costs, and increase economic benefits for overburdened communities wherever possible.

### Overburdened Communities

Overburdened communities are, as defined by EPA: Minority, low-income, tribal, or indigenous populations or geographic locations in the United States that potentially experience disproportionate environmental harms and risks. This disproportionality can be as a result of greater vulnerability to environmental hazards, lack of opportunity for public participation, or other factors. Increased vulnerability may be attributable to an accumulation of negative or lack of positive environmental, health, economic, or social conditions within these populations or places. The term describes situations where multiple factors, including both environmental and socio-economic stressors, may act cumulatively to affect health and the environment and contribute to persistent environmental health disparities

**VALUE 4: Health Impacts** - Climate Action Planning strategies should minimize negative health impacts and increase health benefits for disproportionately impacted communities.

**VALUE 5: Access to Solutions** - Climate Action Planning strategies should promote clean technologies in ways that are equitable for all living in Phoenix.

**VALUE 6: Building Resilience** - Climate Action Planning strategies should improve resilience and quality of life for overburdened communities.

## Community Engagement

A key component of equitable and just climate action is effective community outreach and engagement. Policies that are shaped by community and stakeholder input are more likely to have better outcomes. Phoenix will facilitate meaningful ways for people to engage early and often throughout the process. Thoughts, perspectives and ideas generated through engagement will be documented and taken into account as policy and programs are formulated.

### BEST PRACTICES

#### 1. Understand, respect, and acknowledge the histories of marginalization and mistrust

Overburdened communities have experienced a long history of systemic racism and classism. A combination of unjust laws, and unconscious bias among other things, have left many communities mired in long-standing societal inequities. This history has often fostered mistrust within impacted and disenfranchised communities. Mistrust hampers engagement with communities if not given special and explicit attention.

##### Phoenix will build trust by:

- **Continuing** to include racially and ethnically diverse representation on advisory groups, boards and commissions.
- **Asking** the right question such as, “What mistakes have been made in the past? How did government agencies contribute to the experiences of communities? What specific types of marginalization (geographic, linguistic, economic, racial discrimination, etc.) are communities facing and how do these intersect with climate change?”
- **Offering** multiple ways for community members to engage and recognize the varying levels of voice, power, and impact that they afford.

#### 2. Manage expectations by being straightforward and by providing clear processes and information.

We understand the need to build trust and that community members may be disconnected from programs, policy decisions and initiatives. Clear scopes as well as clear engagement processes will be developed and implemented for each action.

##### The city can clearly and transparently communicate by:

- **Presenting** the scope of work so that community members understand how they a) can and cannot engage; b) when they can and cannot comment; c) how their engagement can impact outcomes, and d) how they can connect with others both at the local and regional levels.
- Clearly **communicating** the roles, responsibilities, and capacities of those involved including fully and clearly disclosing limitations and constraints that are present.
- Using **regular, consistent** and **accessible** communication channels to communicate early and often (throughout the entire process) so that the community remains informed.

### **3. Use Effective Modes of Community Engagement and Communication**

Community engagement can generally be classified into five types: inform, consult, involve, collaborate, and empower. The appropriate level of engagement will vary depending on the scope of the project or program or situation.

### **4. Prioritize local knowledge and concerns.**

The unique character of Phoenix's various communities has been formed through difference and diverse sets of circumstances. Individual cultures, social and economic networks, and histories all play a part in making Phoenix such a dynamic place to live, play and work. Phoenix's diversity provides opportunities to leverage local knowledge to affect positive change. The diversity of experience is also a powerful tool in creating lasting change, as communities have an incredible range of assets to contribute to the process.

**Phoenix will elevate local knowledge and concerns by:**

- **Holding listening sessions, workshops, and community conversations** to understand the concerns and needs of community members. Part of this is to provide space for community members and leaders to elevate their existing issues of concern, beyond government-determined agendas and priorities.
- **Making a concerted effort** to identify and work with new groups, especially those that address systems-level perspectives on climate equity, not just the typical advocacy organizations.
- **Continually cultivating partnerships** with community partners.

### **5. Supporting the protection of the well-being, interests, and rights of communities.**

Phoenix is prioritizing outreach to and engagement with disproportionately impacted communities as they are especially vulnerable to the potential impacts of the climate crisis.

**Phoenix can protect the well-being, interests, and rights of communities by:**

- **Actively seeking** input and guidance from the community members on a regular basis.
- **Providing clear and easy access** to accurate and understandable data and information to help communities stay informed.

### **6. Earn trust through partnerships and collaborations.**

Partnerships are essential to successful community engagement. Building relationships with community leaders and organizations is one of the most important undertakings when engaging disproportionately impacted communities. Building partnerships will help Phoenix keep the needs and concerns of the community at the forefront of the engagement process. Having individuals, committees, and organizations that can help ground the work in the community's concerns will help ensure that the legacies of mistrust and ineffective action are not continued.

**Phoenix can nurture partnerships that engender community trust by:**

- **Hosting or co-host events** with local partners where community organizations, groups, and advocacy organizations can meet to develop connections and relationships.
- **Participate in existing community activities** and events, to make it easier and more time-efficient for community members to engage.
- Identifying and **working with existing organizations** doing climate change work at the local level, including local government and community-based organizations, among others.
- Identifying and working with groups who are representative of the community.
- Looking for ways to elevate and address community concerns and to channel projects that will benefit communities.

## Local Government Leading the Way

**1. PRIORITIZING** - and considering communities of color, other marginalized groups, and those who experience the vulnerability to climate change and are most impacted by heat and air quality related issues. As a few examples:

- a. In 2021, City Council approved to create a new department in the City Manager's Office: The Office of Diversity, Equity & Inclusion. This new department will align city actions to prioritize diversity, equity and inclusion—actively seeking input from and connecting with diverse communities.
- b. The Human Services Department joins cities across the region in a nationally recognized Heat Relief Network to work with partner organizations to perform outreach and education to vulnerable populations and connect them with cooling centers, hydration stations, and other city services.
- c. The Street Transportation Department has developed a Heat Vulnerability Walkshed Tool to help identify neighborhoods that will benefit the most from the Cool Corridors Program—to prioritize street tree planting in heat vulnerable neighborhoods
- d. The Neighborhood Services Department delivers a Low-Income Weatherization Assistance Program focused on decreasing energy consumption and improving indoor air quality for residences within the 200% Federal Poverty Level.
- e. The Office of Environmental Programs is leading on environmental justice by developing air quality and emission inventories across all communities to identify and target programs towards communities most impacted by poor air quality.
- f. The Housing Department is leading a community-driven redevelopment effort as part of the Choice Neighborhoods redevelopment of the Edison-Eastlake Community. This effort includes LEED for Neighborhood Development (LEED ND) certification and architectural guidelines that create “Enterprise Green Communities” to provide a new mixed-income, energy-efficient housing development that will become a showcase of sustainable development.
- g. The city has recently established the Office of Heat Response and Mitigation to lead the implementation of the Tree and Shade Master Plan and coordinate efforts across all city departments to prioritize communities most impacted by heat by optimizing city investments in infrastructure to mitigate the effects of urban heat island.

**2. INCLUSIVITY** – creating spaces and addressing specific areas of the Climate Action Plan with greater dialogue where these residents feel welcome to participate with their experiences. Departments across the city are increasing their efforts to receive community input on city programs by reaching out to our diverse populations through partner organizations well-respected in the community. As a few examples:

- a. The city is expanding its efforts to advance equity and help residents lead lives with dignity through its newly established Office of Diversity, Equity and Inclusion with a vision to create better outcomes and eliminate barriers throughout city policies, programs and relations.
- b. The city is expanding its outreach to youth and adding their voice to future policies and programs that will affect their future. This CAP hosted workshops specifically for youth to seek their input, and engaged youth leaders through the High School Sustainability Officer program.

## EQUITY AND ENVIRONMENTAL JUSTICE CLIMATE ACTION PLANNING PROCESS

### Timeline



## Climate Liaisons

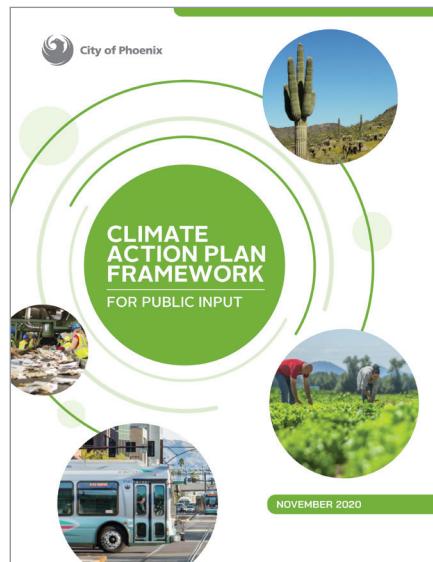
Climate Liaisons are City Staff from 29 departments across the city that have contributed to the development of the climate action plan by writing the plan, presenting and facilitating at community events. The individuals are members of staff that report directly to the director-level to provide the most up-to-date information and to ensure the decisionmakers are included in the climate action planning process. The 29 departments are:

Office of Arts and Culture  
Aviation Department  
Budget and Research Department  
City Clerk Department  
Communications Office  
Community and Economic Development  
Phoenix Convention Center  
Office of Environmental Programs  
Equal Opportunity Department  
Finance Department  
Fire Department  
Office of Government Relations  
Housing Department  
Human Resources Department  
Human Services Department

Information Technology Services  
Law Department  
Phoenix Public Library  
Neighborhood Services Department  
Parks and Recreation Department  
Planning and Development Department  
Police Department  
Public Transit Department  
Public Works Department  
Retirement Office  
Street Transportation Department  
Office of Homeland Security and Emergency Preparedness  
Office of Sustainability  
Water Services Department

## Climate Action Plan Framework

The Climate Action Plan Framework contains climate-related goals and actions already underway by the city of Phoenix and was used as a starting point to begin the community-wide climate action planning process. The Framework was created by the Climate Liaisons and informed the residents of Phoenix as to what programs and policies are already in place or in progress for their input. The Framework can be found at <https://www.phoenix.gov/climate/>. The Framework was available for public comments from October 2020 to February 2021. Phoenix residents could provide comments via a survey online, workshops, or via email. We received 1,553 total comments that were incorporated into the draft climate action plan.



# COMMUNITY INPUT

## PHASE 1: SUMMER KICK-OFF SURVEY

Community input on the climate action was first elicited from the residents of Phoenix starting with a survey available online in summer 2020 and received 846 total responses with 605 responses from Phoenix residents. The survey asked about climate-related hazards, top recommended actions, community benefits that were most important, ways to decrease single occupancy vehicle travel, major barriers to addressing climate change, and preferred method of communication. Community outreach was primarily conducted virtually.

### 75% EXTREMELY CONCERNED WITH:

- Extreme temperatures and heat waves
- Prolonged and extreme drought conditions
- Decreased air quality

### MAJOR BARRIERS:

- Lack of government mandated regulations/support
- Difficulty in changing habits

### PREFERRED MEANS OF COMMUNICATION:

- City of Phoenix website
- Online Community Events and Workshops
- Social media

**50,000+**  
Impressions on Nextdoor about climate action

### MAKE IT EASIER TO GET AROUND BY:

- Promoting working from home
- Make walking and bicycling more accessible
- Improve bus and light rail options



Survey advertised in PAYS August 2020 newsletter

**15**

Village Planning Committee Presentations

# COMMUNITY INPUT

## PHASE 2: CLIMATE ACTION PLAN FRAMEWORK

The Climate Action Plan Framework was released in October 2020 for public input. Outreach for the Framework was available in English and Spanish and included online surveys, presentations, workshops, social media, email comments and radio and television interviews. We received 487 responses to two surveys, had 186 workshop and 150 presentation participants, and 34 emails with comments related to climate action.

**487**  
**SURVEY**  
**RESPONSES**

**4**  
**VIRTUAL**  
**WORKSHOPS**  

---

**186**  
**PARTICIPANTS**

Youth Workshop  
co-hosted with Office of Sustainability's  
Phoenix Union High School Sustainability  
Officer Program

*"Please make sure this plan for 2050 is  
implemented equally across low- and  
high-income communities. If it isn't, this  
could easily make class disparities  
worse." – Youth Workshop Participant*

English with real-time  
Spanish Translation Workshop  
co-hosted with CHISPA Arizona

Workshop focused on Energy, Heat and  
Water Sectors

Workshop focused on Air Quality, Energy,  
Heat, Transportation and Waste

**34**  
**EMAILS**

## TOP SUPPORTED GOALS

### Stationary Energy

Microgrids and new conservation and  
renewable-energy programs

### Transportation

Implement Complete Streets Policy and  
Active Transportation Program and Increase  
EV and EV Infrastructure

### Waste

Increase reuse and recovery of waste materials  
and transition to green alternatives

### Air Quality

Decrease ozone precursor emissions

### Local Food Systems

Affordable, healthy, local, and culturally  
appropriate food for all

### Heat

Increase Shade and create  
Cool Corridor Network

### Water

Improve conservation of water resources

*"No Carbon Emissions by 2030... 2050 is  
way too late." -Survey Respondent*

**5**  
**PRESENTATIONS**  

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**150**  
**PARTICIPANTS**

Unlimited Potential

American Society of Civil Engineers

Arizona Green Chamber of Commerce

Arizona State University  
Sustainable Cities Network

Heat Preparedness and  
Resilience Workgroup

# COMMUNITY INPUT

## PHASE 3: CLIMATE ACTION PLAN

The Draft Climate Action Plan was released in June 2021 in English and July 2021 in Spanish for public input through August 2021. A survey, offered in both paper and online versions, was made available in both English and Spanish in June 2021. Outreach for the Draft included virtual workshops, social media, email comments, news articles, and radio and television interviews. The city received 2,172 completed surveys with 1,308 written comments, had 348 workshop participants, and 53 emails with comments related to climate action. In addition, there were over 399,000 social media impressions from 173,000 users and 444,000 impressions from GroceryTV ads, which are available in grocery stores. The phoenix.gov/climate webpage received 4,181 total page views during the comment period June 1 – August 13, 2021.

### SOCIAL MEDIA

**399,000**

SOCIAL MEDIA IMPRESSIONS

**440,000**

GROCERY TV AD IMPRESSIONS

**8**

**VIRTUAL WORKSHOPS**

**348**

**PARTICIPANTS**

Business and Climate co-hosted with Community and Economic Development Department

Water and Climate co-hosted with Water Services Department

Advocating for Equitable Heat Solutions in the Phoenix Climate Action Plan co-hosted with Union of Concerned Scientists

The Air We Breathe: Climate Equity in Phoenix co-hosted with Vice Mayor Carlos Garcia, Councilmember Yassamin Ansari, Chispa Arizona, and the American Lung Association

The Future of Phoenix: Youth Climate co-hosted with AZ Youth Climate Coalition and Sunrise Movement Tempe

Your Community and Climate

Draft Climate Action Plan Virtual Workshop with Districts 7 and 8

Draft Climate Action Plan Workshop with Arizona Green Chamber

**15**

**VILLAGE PLANNING COMMITTEE PRESENTATIONS**

**53**

**EMAILS**

### SURVEY

**2,172**

**PARTICIPANTS**

**161**

**SPANISH SURVEYS**

**81%**

of participants are concerned about drought

*(continued)*

# SURVEY

(continued)

**1,308  
WRITTEN COMMENTS**

## TOP 5

### VERY REALISTIC ACTIVITIES TO LIMIT CLIMATE CHANGE

Recycle

Use Energy Efficient Lightbulbs and Appliances

Buy Greener Products

Buy Local Food

Plant Trees

**1,137  
PARTICIPANTS**

would be more likely to participate in climate change activities if  
*"It saved me money"*

*"Plant trees in neighborhoods that do not currently have shade trees was the most urgent activity for the city of Phoenix to address"*

## THEME 1: PAY

38% of responses contained the idea of payment in the context of taxes, incentives, money, cost of living, limited funds, low-cost programs, and the cost of climate change mitigation measures for the city, the community, and individual households.

*"We are retired, in social security. Money is SO tight. Our budget does not allow us to participate in most of these programs. Local produce costs more. Electric cars cost more etc., etc."*

## THEME 2: OUTDOOR SPACES

32% of responses included ideas surrounding outdoor spaces, including gardens, parks, trees, shade, landscaping, construction, rooftops, streets, and water reservoirs.

*"Consider some bigger changes – community solar projects, white streets for reducing heat, increased shade sails, solar on city buildings, grey or black water recycling for non-potable water reuse in buildings and homes, storm water collection and aquifer recharge."*

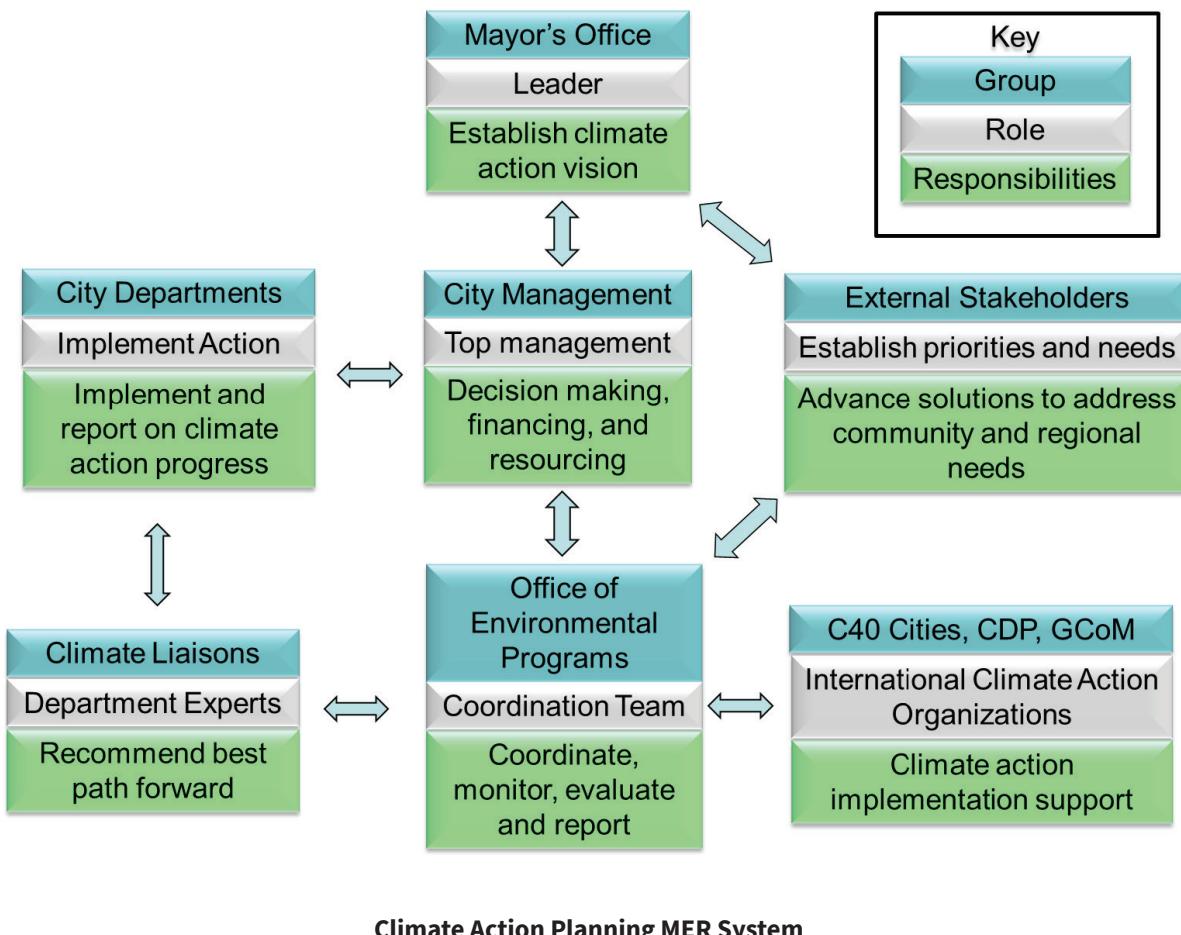
## THEME 3: TRANSPORTATION

17% of responses mentioned transportation and transportation infrastructure, including bikes and bike lanes, roads, scooters, electric vehicles, charging stations, and buses and bus stops.

*"Electric vehicles are here now. I live in an apartment and come to the library 2x per week. I would buy an electric vehicle if the library had a charger."*

## Climate Action Plan Monitoring, Evaluation, and Reporting (MER)<sup>25</sup>

The city's work to implement climate action will be guided by this plan and the city has committed to regular reporting and updates. The work and reporting will be supported by the climate liaisons in 29 departments and coordinated by the Office of Environmental Programs. The way in which the various stakeholders work together is outlined in this organigram:



## GOVERNANCE AND STRUCTURE

Phoenix has a form of government called the council-manager plan. Phoenix's council-manager plan has a mayor, eight council members each representing a council district, and a city manager. The mayor and council members set the policy for the city, while the city manager is hired to manage day-to-day operations of the city and advise the city council about these operations when setting policy. The city manager is in charge of more than 13,000 employees. The city government has three branches, mayor and city council are the legislative branch, the city manager is the executive branch, and the municipal court is the judicial branch. To view the city's organization chart, please visit <https://www.phoenix.gov/departments>

## **MONITOR**

To track the progress of the plan, Goals were established within each sector with a measurable Target, indicators that will be observed with some to be determined, and a Baseline used as a reference point to track the difference. The Targets are the plan's indicators and will be monitored by the Climate Liaisons established by City Management. Climate Liaisons are City Staff from across the city who will serve as each department's experts and will be able to effectively monitor progress and provide that information to update the plan. Climate Liaisons will also track the progress of each action where their department is the Lead. Progress on both Targets and actions will be monitored continuously by the Climate Liaisons and will be made available for the regular updates of the climate action plan.

## **EVALUATE**

Evaluation of the plan will occur partially every two years, with a full update every five years. The evaluation will primarily focus on the progress of short term actions to ensure they are completed and keep the climate action plan on track. The greenhouse gas emissions inventory will primarily be used to evaluate whether or not the city is meeting its targets for greenhouse gas emissions reductions for the mitigation sectors of the plan and what additional steps will need to be taken to stay on track. Future editions of the greenhouse gas emissions inventory will also be improved to address items that were found to need additional monitoring or to improve the effectiveness of future evaluation cycles. The Targets established for the resiliency sectors will require multiple sources of data as to determine how much progress is being made, including items like air quality monitoring, implementation levels across communities, hazard risk assessments, etc. As the plan progresses, it will be evaluated for cost effectiveness, how effectively it reduces greenhouse gas emissions, and if overburdened communities are the focus of the implementation of the plan. Depending on the progress towards targets and cost of that progress, recommendations can be made by the Climate Liaisons to their leadership and city management to receive feedback, guidance, and additional resources for future implementation that will improve progress of the plan. These recommendations will also be coordinated and shared to all departments to increase the plan's effectiveness.

## **REPORT**

Reporting of the implementation of the plan will be completed similarly to the development of the plan itself. The city will conduct outreach activities that will include community workshops, presentations to various social, professional and community-based organizations, news outlets, and obtain additional feedback from residents on their current needs and their perspective of the implementation of the plan. The city also reports annually to CDP using its CDP-ICLEI Unified Reporting system on greenhouse gas emissions and adaptation efforts. This information is shared globally to organizations like C40 Cities, Global Covenant of Mayors, carbonn Climate Registry (cCR), and report progress on the city's commitments on initiatives like the Race to Zero. Overall, the city envisions a continual review, engagement, and revision process for climate action planning, using the best and latest data to guide this process, and continually improving the city's Pathway to Net-Zero. The actions and goals within the plan will be reviewed every two years at the same time as the city updates its municipal operations and community-scale GHG emissions inventories. The progress toward goal targets will be updated, when possible, as some actions may require a longer timeframe to note progress. The Maricopa County Multi-Jurisdiction Multi-Hazard Mitigation Plan (MJHMP) is updated every five years and provides hazard information that will be used as a part of updating the climate action plan. At the time of the MJHMP update, the entire climate action plan will be revised. Depending on the results of the GHG inventories, the GHG emissions reduction pathway model also will be revised. Based on the updated model and the continual input from the community and city departments, adjustments will be made to the plan to ensure that the city will achieve its goal of becoming a net-zero GHG emissions city by 2050.

# FUTURE CLIMATE SPECIFIC WORK

## Greenhouse Gas Inventories

### LOCAL GOVERNMENT AND COMMUNITY-SCALE

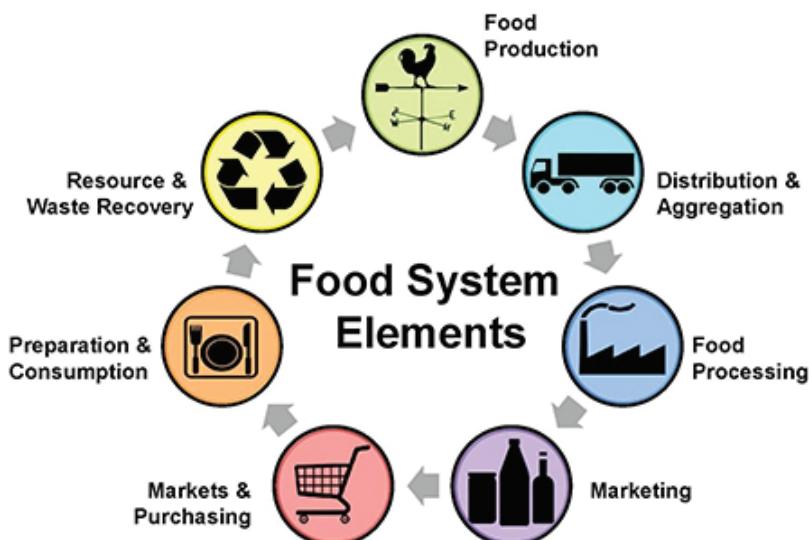
GHG emissions inventories have been conducted for local government for calendar years 2005, 2012, 2015, and 2018. Community-wide GHG emissions inventories have been conducted for calendar years 2012, 2016, and 2018. Both inventories are in progress for calendar year 2020. In the future, local government and community-scale inventories will continue to be conducted every two years. This will inform decisionmakers as to the effectiveness of the climate action plan. To view the available inventories, please visit <https://www.phoenix.gov/climate>

### AGRICULTURE, FORESTRY AND OTHER LAND USE (AFOLU)

Agriculture, Forestry, and Other Land Use (AFOLU) considers the emissions and sequestration of carbon from sources and sinks in agriculture, forestry and other land use. Emissions from this sector are approximated to be one-quarter of all anthropogenic GHG emissions mainly from deforestation and agricultural emissions from livestock, soil and nutrient management.<sup>26</sup> This sector will be included as part of the calendar year 2020 GHG emissions inventory to estimate GHG emissions from Phoenix's food system. The inventory will consider the GHG emissions from food system elements like producing, processing, and transporting the food all the way to determining the best way to dispose of food waste. By adding this analysis to the GHG emissions inventory, a more efficient local food system can be developed that will be able to provide food to residents, while minimizing the associated GHG emissions.

### KYOTO PROTOCOLS

The Kyoto Protocol is an international treaty which extends the 1992 United Nations Framework Convention on Climate Change (UNFCCC) and applies to these six greenhouse gases: carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, and sulfur hexafluoride.<sup>27</sup> Currently, Phoenix's GHG inventories estimate emissions from three greenhouse gases: carbon dioxide, methane, and nitrous oxide. Emissions of hydrofluorocarbons, perfluorocarbons, and sulfur hexafluoride are low in Phoenix, but these chemicals have high global warming potentials or the ability to absorb more heat than carbon dioxide. As the emissions of carbon dioxide, methane, and nitrous oxide decrease, emissions of the remaining gases will become significant and will be included in the city's 2026 GHG emissions inventory to accurately estimate the emissions.



Source: Texas Center for Local Food<sup>28</sup>

## CONSUMPTION-BASED

Consumption-based inventories include GHG emissions produced within the city and GHG emissions that come about as a result of consumption of goods and services that come from outside the city. These imported goods and services are attributed to the cities where they are consumed. The GHG emissions include those from production outside the city, the transportation to the city, use within the city, and finally GHG emissions from disposal.<sup>29</sup> It is estimated that a consumption-based inventory will show higher GHG emissions than the traditional approach. Taking the consumption-based approach will allow for the residents of Phoenix to understand the impact of their consumption on GHG emissions. A consumption-based GHG emissions inventory will be conducted for calendar year 2022.

## THIRD-PARTY VERIFICATION

GHG inventories need to be verified by a third-party to ensure that the data being presented is accurate and comparable to other inventories. Phoenix either voluntarily reports to or has committed to reporting GHG inventories to C40 Cities, CDP (formerly Carbon Disclosure Project), and Global Covenant of Mayors. U.S. EPA also recommends third-party verification.<sup>30</sup>

### C40 Cities—Recommended

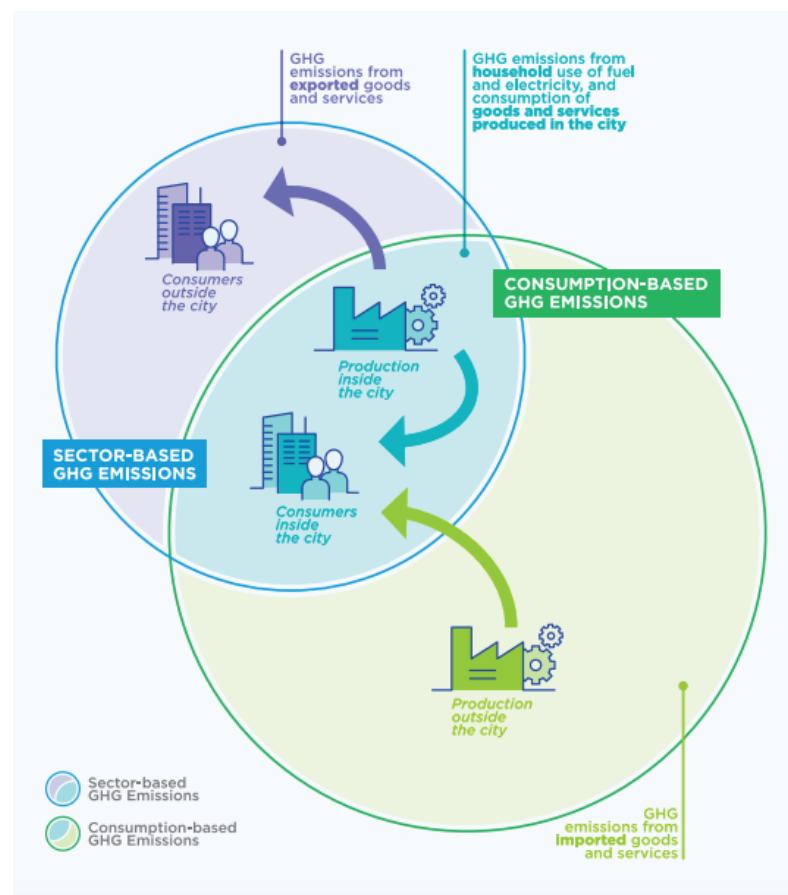
C40 Cities recommends an external review of the GHG inventory for data quality assurance and verification as part of the development of the inventory.<sup>31</sup>

### CDP—Required

Phoenix reports GHG emissions to CDP, a carbon and energy reporting platform that links environmental integrity with fiduciary duty. This platform allows residents, investors, and governments alike to view the information needed to continue to create thriving economies that are sustainable. As part of their scoring process, third-party validation is needed to ensure that the data being presented is valid.<sup>32</sup>

### Global Covenant of Mayors — Procedures being developed

Since 2015, Phoenix has also committed to the Global Covenant of Mayors for Climate and Energy, which is in the process of developing procedures for data validation in its Common Reporting Framework.<sup>33</sup>



Source: C40 Cities<sup>29</sup>

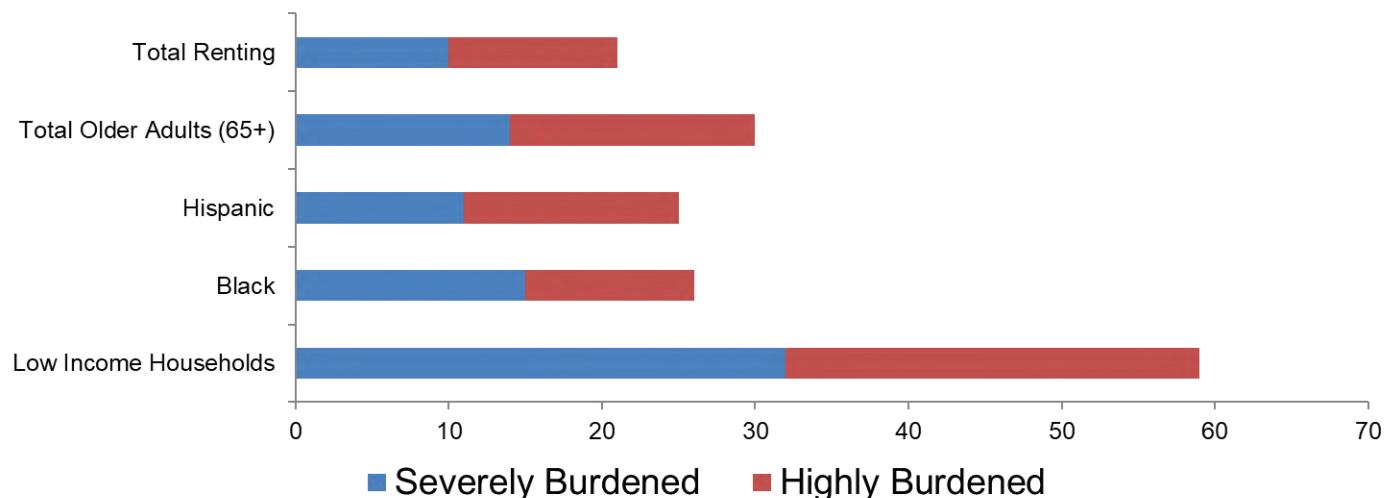
## Energy Access Plan

As part of Phoenix's commitment to the Global Covenant of Mayors, the city needs to begin to formulate an Energy Access Plan that provides energy that is secure, sustainable, and affordable in line with the United Nations Sustainable Development Goal 7. Access to secure energy will be accomplished by reducing energy demand by increasing energy efficiency and energy management, diversifying the energy mix to include renewable energy, and to diversify sources of energy. Energy should be obtained from sustainable sources, with renewable energy generation being considered first. Increasing the affordability of energy will depend on local government action along with action at the state and national levels. The local government can influence affordability through local policies, energy management and use of incentives to promote renewable sources of energy and energy efficiency measures.<sup>33</sup>

### ENERGY INSECURITY WORKGROUP

Currently, Phoenix is participating in the Energy Insecurity Workgroup with the goal to develop a plan alongside the Maricopa County Public Health Department, American Council for an Energy-Efficient Economy (AEEE), Arizona State University and other local stakeholders.

Severely burdened means that more than 10% of household income goes to energy. Highly burdened means that more than 6% of household income goes to energy. **Among all households in Phoenix, 10% are severely burdened and 21% are highly burdened.**<sup>34,35</sup> Phoenix will develop an Energy Access Plan to address the needs of residents.



(Source Energy Insecurity Workgroup and AEEE<sup>34,35</sup>)



## STATIONARY ENERGY



## 2050 GOAL

All buildings will be powered with net-zero GHG sources of energy. All new buildings will be “net-positive” in terms of energy and materials. At the community scale, we will enhance 15 compact centers where the services are provided locally. Residents will be able to live, work and play, all within walking or biking distance.

## STATIONARY ENERGY (SES) GOALS

**Goal SES1:** Achieve net-zero GHG emissions for municipal operations electricity use by 2030 through renewable energy projects, energy efficiency upgrades, and utility partnerships.

**Goal SES2:** Support energy-efficiency upgrades to existing buildings throughout the city by developing three new community-wide conservation and renewable-energy programs including educational programs and incentives to conserve energy by 2025.

**Goal SES3:** Promote development of community-wide energy projects, including microgrids, that improve the sustainability and resilience of the surrounding community’s electricity grid.

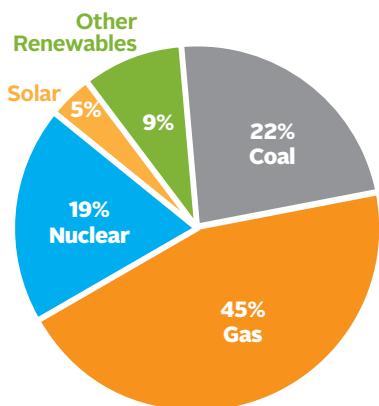
**Goal SES4:** Design and construct all new buildings within the city to Living Building Challenge, Net-Positive Design, or equivalent design standards by 2050.

**Goal SES5:** Support policies and projects that help shape an electricity grid that is net-zero GHG emissions by 2050.

# 620,799

residents are estimated  
to be eligible for the Low  
Income Home Energy  
Assistance Program  
(LIHEAP)<sup>36</sup>

## Source of Energy by Fuel Type (2019)<sup>38</sup>



# SAVE UP TO \$75/YR

by replacing your home's  
five most frequently used  
light fixtures or bulbs  
with ENERGY STAR®  
models.<sup>37</sup>



# 100,000

streetlights converted to  
LED saving the city

# \$3.5 MILLION

in annual energy costs.<sup>39</sup>



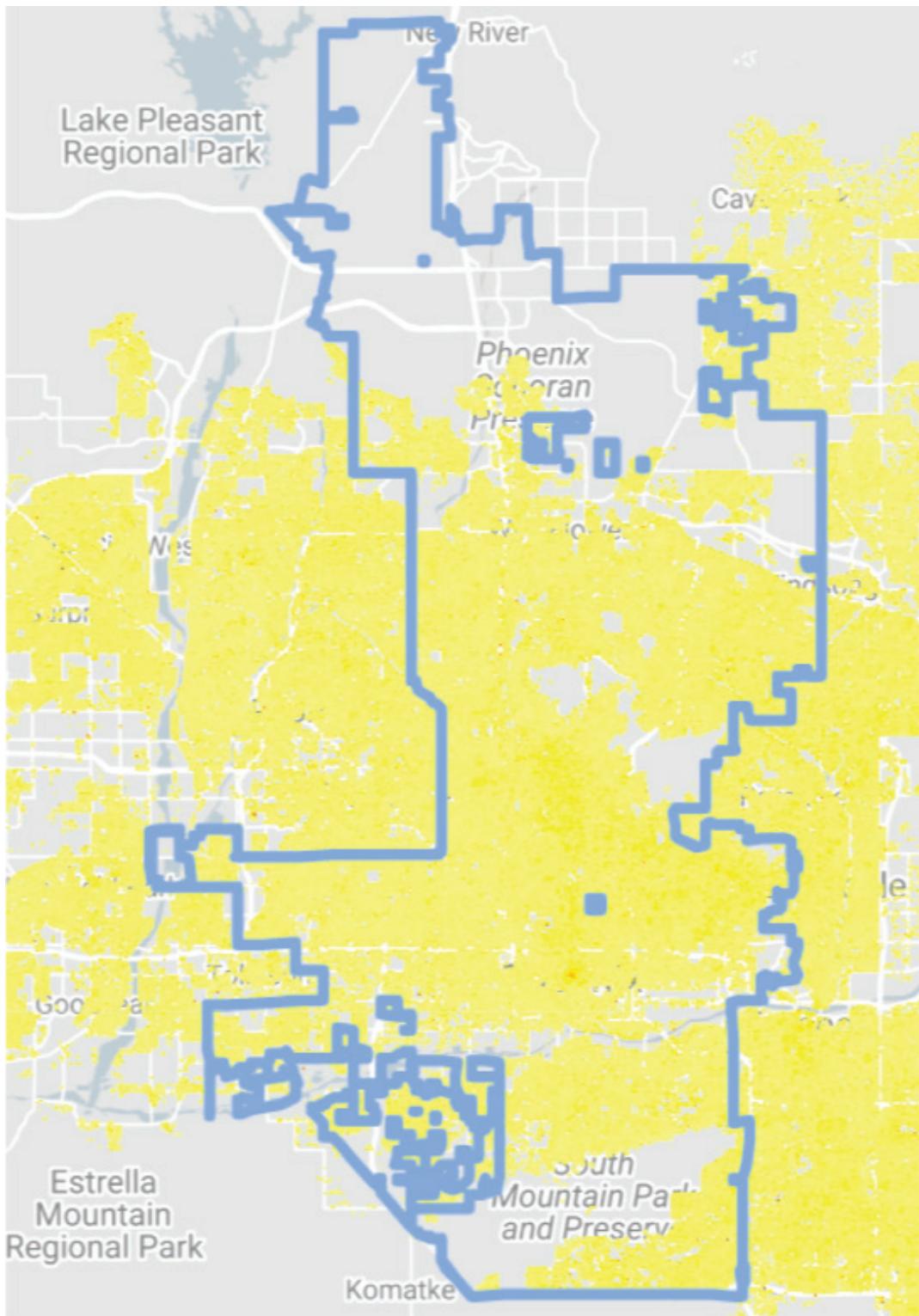
## BACKGROUND

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According to the 2018 GHG Community Inventory, 51% of GHG emissions in Phoenix come from the stationary energy sector. Electricity and natural gas provide the energy that lights buildings, cools our homes and businesses and powers industry. **Currently, most of the electricity that is used in Phoenix comes from the combustion of fossil fuels—natural gas and coal.** Generation of electricity from these fuels releases GHGs that contribute to climate change. Maximizing energy efficiency and using renewable sources of energy will reduce the community's emissions. Solar energy is the most abundant and least expensive form of renewable energy in the Phoenix area and it holds the most promise for reducing GHG emissions from the production of electricity.

Phoenix receives 30-40% more solar radiation than most other locations in the United States, and this results in superior cost-efficiency for solar energy projects in the Phoenix area. Google Project Sunroof estimates rooftop solar potential of Phoenix to be over 9,300 MW throughout the city as seen in the map that follows.<sup>40</sup> Arizona has a renewable energy standard and tariff (REST) that requires that regulated utilities provide at least 15% of retail sales from renewable energy by 2025, with a requirement that 30% be generated from systems located on customer's premises, including residential and commercial rooftops. The Arizona Corporation Commission recently adopted rules to require utilities to reduce carbon emissions by 50% by the end of 2032, 80% by the end of 2050, and 100% by the end of 2070. The baseline is an average from years 2016-2018. According to the Environment America Research & Policy Center and Frontier Group, **Phoenix is the city with the fourth-most solar photovoltaic (PV) installed, and the eighth-most solar PV installed per capita.**<sup>41</sup> Arizona has the second-most solar potential among U.S. states, and is currently fourth in solar generation.<sup>42</sup>

## Estimated Rooftop Solar Potential



Estimated rooftop solar potential (in yellow) of Phoenix, AZ from Google Project Sunroof<sup>40</sup>

## Local Government Leading the Way

The city of Phoenix hosts solar projects from only a few panels to those of megawatt scale. These include solar installations on city property, including rooftops, carports, and ground-mounted arrays, some of which serve facilities where they are installed. In collaboration with Arizona Public Service (APS) and Salt River Project (SRP), large-scale solar energy projects are in progress to produce carbon-free energy for the local power grids. Since these larger projects require a large amount of space, future plans to site solar energy projects will include large city properties like landfills, similar to the Solar Partnership with APS at SR-85. APS has also committed to providing carbon-free electricity by 2050<sup>12</sup>, while SRP has committed to providing carbon-free generation by 2060.<sup>13</sup>



**Solar Energy Generation System at Rental Car Center at  
Phoenix Sky Harbor International Airport**

## KEY ACHIEVEMENT

As technologies become more accessible, such as light emitting diodes (LED) to replace fluorescent or incandescent lighting, they are being installed and provide cost savings over the life of the equipment. The city replaced all of its about 100,000 existing streetlight fixtures with energy-efficient, LED fixtures. The new fixtures feature a 2,700-kelvin LED, the city's new color standard for streetlights. LED streetlights also offer maintenance savings and come with a 10-year warranty.<sup>39</sup>

The graphic is titled "PHOENIX LED STREET LIGHT PROGRAM BY THE NUMBERS". It features a green header with the text "PHOENIX LED" and a stylized street lamp icon. Below the header, it says "STREET LIGHT PROGRAM BY THE NUMBERS".  
  
On the left, a dark grey box contains a dollar sign icon and the text "\$3.5 MILLION Annual Energy Savings".  
  
In the center, a large green circle contains a lightbulb icon and the text "Nearly 100,000 Street Lights Converted to LED".  
  
On the right, a grey box contains the text "LET US KNOW! Report street light issues, outages and make repair requests: phoenix.gov/atyourservice or 602-495-5125" followed by a phone icon.  
  
At the bottom, a green bar contains the text "Learn more: Phoenix.gov/LED".  
  
The background of the graphic shows a black and white photograph of the Phoenix city skyline.

## GOAL 1

Achieve net-zero GHG emissions for municipal operations electricity use by 2030 through renewable energy projects, energy efficiency upgrades, and utility partnerships.

## TARGET 1

100%

## BASELINE

3%

### SES1.1

### Quickstart Actions

#### Install solar energy generation systems on city housing neighborhoods.

City housing developments will include solar power generation as part of the APS Solar Communities Program. Solar installations will promote equity in the distribution of resources to overburdened communities, and will demonstrate our commitment to sustainability investments in all of our communities.

**CITY LEAD //** Housing

**PARTNERSHIPS //** APS

**TIMEFRAME //** Short Term

### SES1.2

### Quickstart Actions

#### Replace lighting in municipal operations with light emitting diodes (LEDs) to reduce electricity consumption.

Replacing incandescent and fluorescent lighting in municipal operations with LEDs results in lower electricity consumption and longer lifetime of the device.

**CITY LEAD //** Public Works, Convention Center, Police, Information Technology Services, Water Services, Aviation

**PARTNERSHIPS //**

**TIMEFRAME //** Short Term

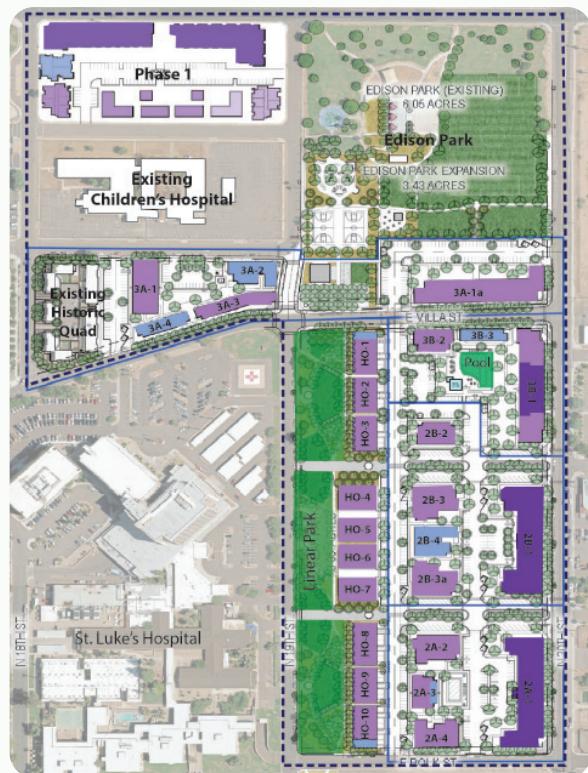
## Choice Neighborhoods

### Energy-Efficient Housing— Housing Department

The Choice Neighborhoods Edison-Eastlake Community redevelopment will include Gold LEED for Neighborhood Development (LEED ND) certification and architectural guidelines that create “Enterprise Green Communities” (a green building certification program administered through [enterprisecommunity.org](http://enterprisecommunity.org)). The community-driven redevelopment effort will provide new mixed-income, energy-efficient housing that will become a showcase for sustainable development.

The Aeroterra Community is a HOPE VI redevelopment project that replaced obsolete public housing units with mixed-income energy efficient, Enterprise Green Communities certified buildings. The project also included carports with solar panels.

In addition to the efforts in the Choice Neighborhoods Edison-Eastlake Community, the Housing Department also partnered with the APS Solar Communities Program and new carports and solar panels have been installed at Monroe Gardens, Fillmore Gardens, Marcos de Niza Apartments, Summit Apartments, Sunnyslope Manor, and Washington Manor Apartments.



Installed solar panels at Aeroterra (top) and Edison-Eastlake LEED ND project site map (bottom).

### SES1.3

#### *Ongoing Actions*

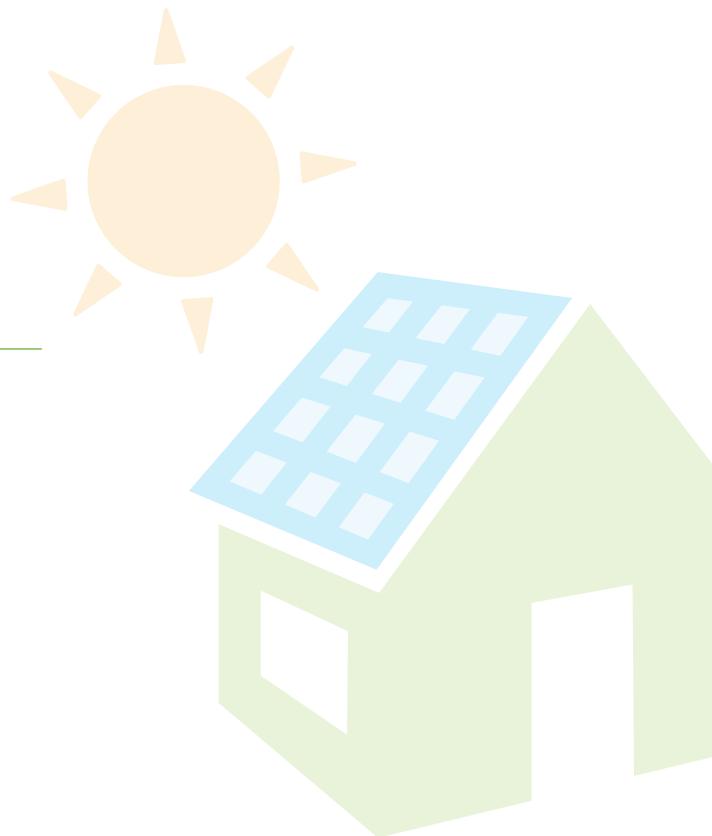
##### **Double the solar energy generation systems installed on city-owned infrastructure adding 30 MW of new solar capacity by 2030.**

The cost of solar photovoltaic systems has dropped 80% from 2010 costs. In most cases, solar rooftop, ground mount and carport arrays now provide electricity at cost parity with utility company power. The city energy team has developed over 40 behind-the-meter solar projects on city properties, ranging from 3 kW to 5 MW.

**CITY LEAD //** Office of Sustainability

**PARTNERSHIPS //** All Departments, renewable energy developers, and utilities

**TIMEFRAME //** Long Term



### SES1.4

#### *Ongoing Actions*

##### **Replace heating, ventilation, and air conditioning (HVAC) equipment units to increase energy efficiency and phase out R-22 refrigerant.**

The Montreal Protocol requires the U.S. to reduce its consumption of hydrochlorofluorocarbons (HCFCs) by 99.5% necessitating that equipment utilizing refrigerants be phased out. Approximately 300 of 900 HVAC units using this R-22 refrigerant have been replaced.

**CITY LEAD //** Public Works

**PARTNERSHIPS //**

**TIMEFRAME //** Medium Term

**SES1.5***Ongoing Actions***Use Energy Management Plans to identify opportunities to reduce energy use and cost at city-owned facilities.**

An energy management program (EMP) is developed for each city building or process to support conservation and energy efficiency.

**CITY LEAD //** All Departments

**PARTNERSHIPS //**

**TIMEFRAME //** Short Term

**SES1.6***Ongoing Actions***Contract with Partners to secure 250 MW of utility-scale renewable energy projects, to offset or displace 100% of utility-provided electricity consumed in city operations by 2030.**

After lowering city operations energy use through energy conservation and efficiency programs, and building on-site solar projects to the extent practical, offset the remaining electricity used in city operations through utility-scale renewable energy projects. These may be developed by a range of procurement tools that assure financial responsibility to our taxpayers, minimal financial and business risks to city budgets and verifiable additionality of carbon reduction to city operations.

**CITY LEAD //** Office of Sustainability

**PARTNERSHIPS //** APS, SRP, Renewable Energy Providers

**TIMEFRAME //** Medium Term

## SES1.7

### *Pending Actions*

#### **Install solar energy generation systems at Aviation Department properties, including Phoenix Sky Harbor International Airport.**

Six MW of solar energy currently power the Phoenix's Sky Harbor Rental Car Center, several parking garages for the flying public, and Aviation Headquarters at Phoenix Sky Harbor International Airport. Additional arrays are planned for Terminal 4 and short-term parking facilities, as well as for Aviation properties at remote sites.

**CITY LEAD //** Aviation

**PARTNERSHIPS //** APS

**TIMEFRAME //** Long Term



## SES1.8

### *Pending Actions*

#### **Install solar energy generation systems at landfills.**

Landfills are potential candidates for placing large solar energy generation systems. The SR-85 landfill has an existing 10 MW solar field operated by Arizona Public Services (APS) and other portions of the 2,650-acre landfill site are amenable to additional solar projects.

**CITY LEAD //** Public Works

**PARTNERSHIPS //** APS

**TIMEFRAME //** Long Term

**Install solar energy generation systems at water and wastewater treatment plants.**

In 2013, a 7.5 MW solar array was constructed at the Lake Pleasant Water Treatment Plant (the renewable energy credits were sold). Water treatment consumes very large quantities of electricity. The city's other four water treatment plants and two wastewater treatment plants have significant potential to host new solar.

**CITY LEAD //** Water Services

**PARTNERSHIPS //** SunPower Corp.

**TIMEFRAME //** Long Term



**Lake Pleasant WTP that produces 7.5 MW of solar power in partnership with SunPower Corp. The installation is on 30 acres and has 22,936 solar panels saving \$4.2 million in cost savings over the 20-year life of the system.<sup>43</sup>**

### Emerging Technologies Program research new and innovative ways to save energy for municipal operations.

Investigate new and innovative ways that save energy by evaluating technologies that reduce cooling loads in a facility.

**CITY LEAD //** Public Works

**PARTNERSHIPS //** Office of Sustainability

**TIMEFRAME //** Medium Term

## HCFCs and R-22 Refrigerant

As part of Action SES1.4, hydrochlorofluorocarbons (HCFCs), like R-22, are chemicals used as refrigerants in heating, ventilation, and air conditioning systems that have a higher potential to absorb heat than carbon dioxide and need to be replaced as part of the Montreal Protocol.<sup>44,45</sup>



two tanks R-22 = one tank R-404A = annual fuel for 14 cars

## SES1.11

### *Pending Actions*

#### **Reduce energy consumption at city facilities by 30% by 2030 (2012 baseline).**

Electricity consumed by municipal operations of the City of Phoenix totaled about 581,000,000 kWh in 2020, or about 5% of all electricity used in the city limits. Services that consume that energy include emergency response; neighborhood services, housing, elderly and other community services; water treatment and delivery, and wastewater treatment; aviation services at three airports; monitoring and environmental services; convention and cultural facilities; and support services. Energy consumption will be reduced by through increased building and process efficiencies.

**CITY LEAD //** Office of Sustainability

**PARTNERSHIPS //** All Departments

**TIMEFRAME //** Medium Term



## Local Government Energy Efficiency Examples

### Phoenix Convention Center

Phoenix Convention Center (PCC) staff began evaluating potential areas for energy reduction improvements in 2015. Partnering with APS to capture the benefit of its Rebate Program, PCC has completed seventeen projects of which thirteen were eligible for rebates. Over the past 5 years, electrical staff and contractors have replaced or upgraded lamps and lighting equipment, saving approximately \$700,000, reducing usage by 1.84M kWh, and earning rebates totaling \$170,000. Based upon the U.S. Energy Information Administration's annual average for residential electricity usage, the PCC reduced its electricity usage equivalent to that of 170 homes. From stairwells, garages, meeting rooms and food court area over 7,725 lightbulbs and lighting fixtures have been installed, all while planning, ordering materials and completing projects around event activity, other priority facility requests, routine and preventative maintenance tasks. Based upon a recently completed energy audit, the Phoenix Convention Center will continue to implement energy reduction materials and systems over the next 2-5 years.



### Aviation Department

The Aviation Department reduced energy use by 17.28% between 2009 and 2018 to meet the Better Building Challenge adopted by the city of Phoenix. (Note: PHX Sky Train® is not included, as it was not in service in 2009). The American Society of Heating, Refrigerating, and Air-Conditioning Engineers (ASHRAE) Level II Energy Audits completed in 2015 were the basis of the Strategic Energy Management Plan and additional Investment Grade Energy Audits have been done. The update to the Aviation Department Design and Construction Services - Design Standards has been completed and is in the process of being implemented. The Standards will focus on procuring more energy efficient equipment during new construction. Recent projects include: New HVAC control system with optimization at 44th St. Sky Train Station® Chiller Plant; Variable Frequency Drive Installation for Condenser Pumps at the Rental Car Center. Conversion to LED: North Runway and high-speed turn-offs, Terminal 4 Departure /Arrival street lighting and High-Profile Parking Lot light, at East Economy Garages A & B, and the Terminal 4 Garage.

## GOAL 2

Support energy-efficiency upgrades to existing buildings throughout the city by developing three new community-wide conservation and renewable-energy programs including educational programs and incentives to conserve energy by 2025.

## TARGET 2

3

## BASELINE

0

### SES2.1

*Ongoing Actions*

**Provide services and products to enhance and promote the provision of safe, efficient, sustainable and affordable residences and neighborhoods.**

Administer programs citywide that provide low- and moderate-income Phoenix residents access to housing rehabilitation services for homeowners and renters, which address emergency health and safety concerns, stabilize critical systems, remediate lead hazards, and improve energy efficiency; and preserve naturally occurring affordable rental housing.

**CITY LEAD** // Neighborhood Services

**PARTNERSHIPS** // Non-profits, Small businesses, Community Partners

**TIMEFRAME** // Short Term

### SES2.2

*Pending Actions*

**Attract sustainable and inclusive businesses by developing entrepreneurship and leadership programs to achieve 2050 goals.**

Create, launch and lead a new business attraction strategy designed to recruit both national and international low and post-carbon companies to the city of Phoenix. Develop an inclusive entrepreneurship program that addresses the systemic barriers to wealth generation and small business formation, serves communities most impacted by the effects of climate change and supports and promotes the growth of entrepreneurs and innovators developing business models around climate action.

**CITY LEAD** // Community and Economic Development

**PARTNERSHIPS** // ASU, Workforce Board, MCCC

**TIMEFRAME** // Short Term

# Cities and Unions Call to Action: A Climate Decade for Good Quality Jobs

Mayor Kate Gallego has committed to a decade of action focused on creating good quality jobs; tackling inequality; raising international climate ambition and calling on other cities to join them. Mayors and unions are providing accessible good quality jobs, addressing energy poverty, improving air quality, and investing in resilient infrastructure.

## The Call to Action includes pledging to the following:

**New Jobs:** Ensure that this climate action plan delivers good quality jobs.

**New Skills:** Work with businesses, schools, and residents to provide the education and training necessary for the future.

**Social Equity:** Where city powers exist, provide social protection and affordable access to essential public services, especially to overburdened communities.

**Tackling Inequality:** Act to tackle long-standing inequalities and work to limit the impact on communities most vulnerable to climate change.

**New Partnerships:** Form new partnerships and associations at all levels of business and government to ensure a just transition.

**New Investment:** Secure investments necessary to deliver a green and just recovery.<sup>46</sup>

### SES2.3

#### Pending Actions

**Strongly advocate for distributed solar energy systems (rooftop and carport solar) and for a cleaner electric grid, with more utility-scale solar arrays.**

As a C40 City, Phoenix is a recognized leader in local and state efforts to advocate for a cleaner grid and increased access to solar. With direction from the Mayor and City Council, the city will work towards increased sustainable policies and actions alongside utilities, financial institutions, and policymakers at the local to national levels.

**CITY LEAD //** Office of Government Relations, Office of Sustainability

**PARTNERSHIPS //**

**TIMEFRAME //** Medium Term

## Solar Energy and Phoenix

The Arizona Corporation Commission (ACC), an elected commission of five members, manages state utility policies, including Arizona Renewable Energy Standard and Tariff (AZ REST). The AZ REST, passed in 2006, requires regulated utilities to provide at least 15% of retail sales from renewable energy by 2025. All annual reporting since 2012 has required at least **30% of the utilities' requirement under the standard come from distributed energy sources, or behind the meter systems that are located on the customer's premises**. The 30% "carveout" for distributed generation is a strong incentive for utilities to encourage residential and small commercial rooftop solar energy generation, and APS has now over 50,000 behind-the-meter solar generators tied to its grid.

Compared to neighboring states, Arizona's current REST is the least ambitious. (New Mexico: 40% by 2025, 80% by 2040; California: 44% by 2024, 52% by 2027, 60% by 2030; Nevada: 50% by 2030; Colorado: 30% by 2020; Arizona: 15% by 2025, 80% by 2050, 100% by 2070).

Environment America Research and Policy Center publishes an annual report, 2020 Shining Cities, which reviews and ranks American cities by their level of adoption of solar energy production within their city limits. Total solar capacity, per capita capacity, and total solar production are reported, along with brief summaries that explain why, for example, Phoenix, Los Angeles, and San Diego host significantly more solar energy than other cities.

**With 272.4 MW of installed solar in the city limits, and 164 watts per person, Phoenix ranks 4th nationally by total capacity installed, and 8th per capita.** The relative strength among metropolitan areas of solar industries depends on the relative strength of the solar resource, state renewable energy policies, and the policies of electrical utilities about climate and pollution issues. While the first of these factors suggests that Phoenix (and Las Vegas) would lead the nation in solar adoption, state and utility policies pull Los Angeles and San Diego into 1st and 2nd place rankings in that report. Shining Cities recommends that cities:

- Establish goals for solar energy adoption and programs to meet those goals.
- Implement solar access ordinances to protect residents' right to generate solar energy on their own property.
- Make permitting, zoning and inspection processes easy, quick and affordable.
- Expand access to solar energy to apartment dwellers, low-income residents, small businesses and nonprofits through community solar projects and third-party financing options, such as power purchase agreements.
- Implement policies that support energy storage, electric vehicle smart charging and microgrids.
- Require new homes and buildings to be built with solar panels, or at least be constructed to be "solar-ready," and
- Support and push for strong state-level solar policies.

In June 2021, City Council voted to update regulations, including the fire code and fee structure, to make it easier and more cost effective for residents to have solar panels installed. Permits are expected to double as a result of this change.

## Affordable Housing Programs

Neighborhood Services Department's community development programs' goal is to create homeownership opportunities for Phoenix's low- and moderate-income residents. The 2021 closeout of the South Phoenix Village Single-Family Infill Redevelopment project completed construction of 126 new build single-family homes is a great example of the city's commitment. The homes were built with the highest expectation of energy efficiency and sustainability results in mind; and increase the number of affordable housing options throughout the city.

The Housing Rehabilitation program, also administered by the Neighborhood Services Department, has completed repair services to over 1,100 residential structures, most in dire life-threatening situations, to eliminate environmental, health, and safety hazards and provide healthy living environments. Housing repair services address emergency and critical system repairs (e.g. plumbing, electrical, and roofing). Other housing rehabilitation program opportunities exist under the Lead Safe Phoenix and Weatherization Assistance programs. Lead Safe Phoenix focuses on the reduction of lead hazards, to ensure safe areas for children under 6 years of age to grow and develop in healthy and safe households. The Low-Income Weatherization Assistance Program concentrates on decreasing energy consumption and improving indoor air quality for residences within the 200% Federal Poverty Level.

**New Roof**



**New Insulation**



**New EnergyStar Appliances**



**A South Phoenix home with electricity bills over \$400/month and lead hazards underwent renovation through NSD Weatherization, Lead Hazard Control and HOME Rehab receiving LED lighting, new roof, all new EnergyStar appliances, and was completely replumbed.**

## GOAL 3

*Promote development of community-wide energy projects, including microgrids, that improve the sustainability and resilience of the surrounding community's electricity grid.*

SES3.1

*Pending Actions*

**Install microgrids in city-owned facilities that serve the city's redundancy needs and utilities long-term energy goals.**

During the 23rd Ave Wastewater Treatment Plant (WWTP) Power Redundancy study, Phoenix partnered with APS to install a microgrid that would serve both the city's power redundancy needs and APS's long-term goals. Additional power redundancy studies will be conducted at different facilities. Microgrids will be installed at those facilities identified to show a benefit to the power redundancy needs at those locations.

**CITY LEAD** // Water Services

**PARTNERSHIPS** // APS

**TIMEFRAME** // Short Term

## TARGET 2

To be determined

## BASELINE

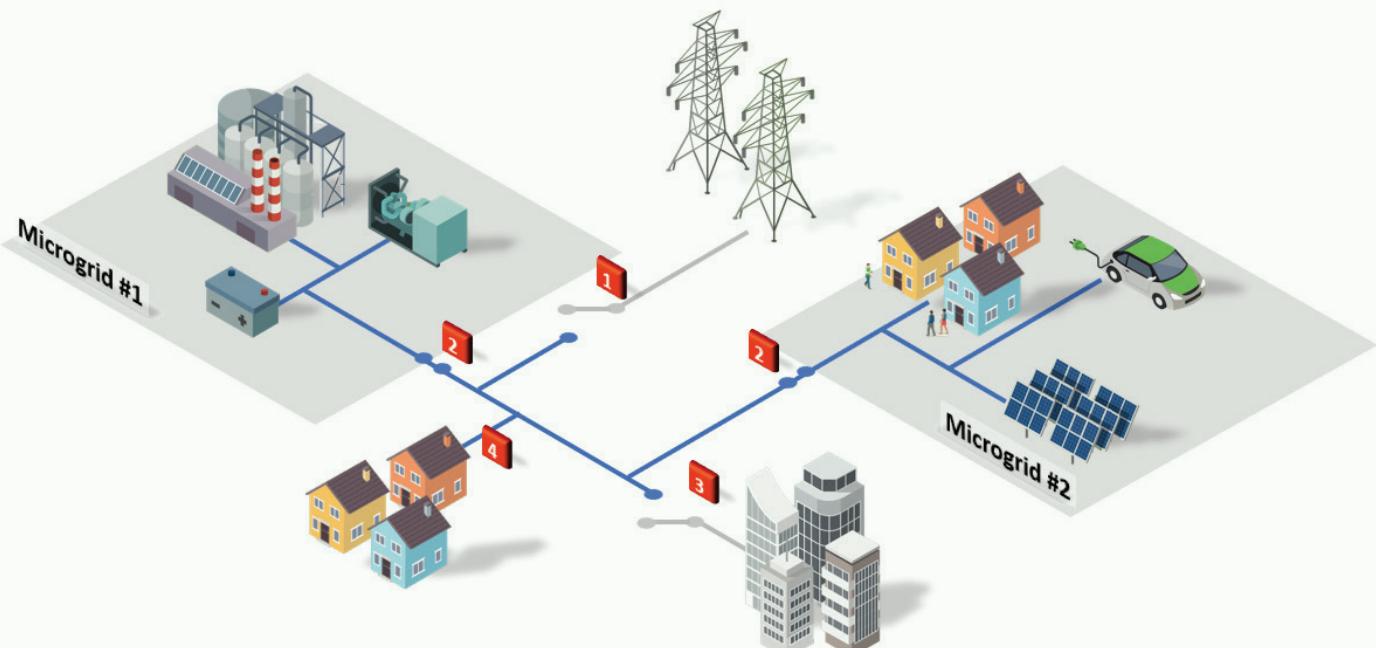
1

# Microgrids

As part of **Goal SES3**, microgrids are “mini electricity grids” that can be powered independently from the utilities by on-site generators, renewable energy sources, and energy storage devices to maintain power in highly sensitive areas, like wastewater treatment plants, or in residential neighborhoods.<sup>47</sup>

## 23rd Ave WWTP Power Redundancy Study

A **microgrid** was installed at the 23rd Ave WWTP that would benefit the city’s critical infrastructure power redundancy needs and APS’s long term goals. A microgrid is a local energy grid that can disconnect from the traditional grid and function autonomously without disrupting operations. In times of crisis, this capability is important to the continued operation of water and wastewater treatment plants. During these times, the **microgrid** can use its own local energy generation from solar energy generation systems, emergency generators or an on-site battery system. Once the crisis is resolved, the microgrid can then be connected to the traditional grid. This is also useful if energy generation in the surrounding community is disrupted and can provide resiliency and stability to the grid. As part of the installation, Tier 2 generators were replaced with more stringently regulated Tier 4 generators which will significantly reduce emissions.



Industrial and residential microgrid examples.<sup>48</sup>

## GOAL 4

*Design and construct all new buildings within the city to Living Building Challenge, Net-Positive Design, or equivalent design standards by 2050.*

### SES4.1

#### Pending Actions

**Update zoning and other codes and streamline permitting processes for green/sustainable construction and renewable energy (solar) projects to reduce barriers for consumers.**

Updating zoning and other planning and development codes to promote green/sustainable construction projects to match internationally recognized sustainability codes. Currently, compliance with the 2012 International Green Construction Code is voluntary. A study of options for ordinances for electric vehicle charging stations and associated infrastructure is being conducted. The city continues to explore photovoltaic solar design software solutions that would ensure code compliance, eliminate the need for plan review and reduce solar permit processing time.

**CITY LEAD //** Planning and Development

**PARTNERSHIPS //**

**TIMEFRAME //** Short Term

## TARGET 4

All new buildings  
in 2050

### SES4.2

#### Pending Actions

**Develop embodied carbon calculators applicable to the Phoenix climate and building materials used within the region.**

Work with providers of embodied carbon calculators to develop calculators applicable to our climate zone and test those tools on a sample of the building stock. These calculators can then be used to determine which methods of construction can be used to lower GHG impact.

**CITY LEAD //** Planning and Development

**PARTNERSHIPS //**

**TIMEFRAME //** Medium Term

## BASELINE

1

**SES4.3***Pending Actions*

**Design and construct all city of Phoenix municipal operations facilities to Living Building Challenge, Net Positive Design, or equivalent design standards by 2050.**

The Living Building Challenge is an international sustainable building certification program that promotes the most advanced standard of sustainability in the built environment. On July 6, 2018, the Phoenix City Council adopted the 2018 International Energy Conservation Code (2018 IECC), which is a model code that establishes minimum design and construction requirements for energy efficiency.

**CITY LEAD //** Planning and Development

**PARTNERSHIPS //**

**TIMEFRAME //** Long Term

**SES4.4***Pending Actions*

**Develop incentives and standards to foster private sector developments that meet or exceed the Living Building Challenge, Net Positive Design, or equivalent design standards by 2050.**

New incentives to foster private sector developments that meet or exceed the Living Building Challenge, Net Positive Design, or equivalent design standards, are necessary to spur innovation, create showcase projects, and build capacity in the industry. Planning and Development will work with industry to accelerate high-performance building in the region. Phoenix is currently in the plan review stage for construction of the city's first net-zero building in collaboration with the Sonoran Studio.

**CITY LEAD //** Planning and Development

**PARTNERSHIPS //** All Departments

**TIMEFRAME //** Long Term

# Living Building Challenge

As part of **Goal SES4**, all new buildings will be designed and constructed to meet the Living Building Challenge, Net Positive Design, or equivalent by 2050. This means that these buildings will be self-sustaining in energy and water use and over the life of the building will be net-positive contributors to the surrounding community.

## Sonoran Studio Building

The Sonoran Studio Building will be Arizona's first Certified Living Building. It is designed by Architectural Resource Team and will be the future home of their architectural offices. This building will be on the leading edge of regenerative design. This is a project that will generate all of its own energy with renewable resources. It will capture and treat its water on-site, meeting the important implementation targets outlined in Phoenix's climate action goals. The Building shall be Net Zero energy and incorporate non-toxic materials in its construction. Building design features include solar photovoltaic panels, Zero Mass Water hydrological panels, composting toilets, a rainwater harvesting system and grey water recycling system.

The intent of the design is to meet all water demands within the carrying capacity of the site and mimic natural hydrological conditions, using appropriately sized and climate-specific water management systems that treat, infiltrate or reuse all water resources on site. Project water use and release must work in harmony with the natural water flows of the site and its surroundings. One hundred percent of the project's water needs must be supplied by captured precipitation or other natural closed loop water systems, and/ or by recycling used project water, and must be purified as needed without the use of chemicals.



**Sonoran Studio<sup>49</sup>**

## GOAL 5

*Support policies and projects that help shape an electricity grid that is net-zero GHG emissions by 2050.*

SES5.1

*Pending Actions*

### Increase renewable and clean energy resources.

APS and SRP are the utilities that serve Phoenix and the surrounding areas. By 2030, APS set a goal to achieve a resource mix that is 65% clean energy, with 45% coming from renewable energy by 2030. APS has also announced a goal to deliver 100% clean, carbon-free electricity by 2050. SRP set a goal to reduce the amount of carbon dioxide emissions emitted per megawatt-hour by 62% from 2005 levels by 2035 and by 90% by 2050.

**CITY LEAD** // Office of Sustainability

**PARTNERSHIPS** // APS, SRP

**TIMEFRAME** // Long Term

## TARGET 5

By 2050, electricity will come from an electricity grid that is net-zero.

SES5.2

*Pending Actions*

### Leverage the city's purchasing power to procure 100% renewable electricity for municipal operations.

Municipal operations are responsible for 3.8% of Phoenix's total GHG emissions from electricity use based on the 2018 GHG emissions inventory. To demonstrate leadership, the city has committed to procure 100% renewable electricity for municipal operations by 2030. In 2020, Phoenix began receiving electricity from SRP's 10.7 MW Saint Solar power plant in Coolidge, Arizona.

**CITY LEAD** // Office of Sustainability

**PARTNERSHIPS** // APS, SRP

**TIMEFRAME** // Short Term

## BASELINE

33%



# TRANSPORTATION



## 2050 GOAL

All forms of transportation will be fueled with net-zero GHG sources of energy. Make walking, cycling, and transit commonly used, enjoyed, and accessible for every Phoenix neighborhood, including our disabled community. This goal will result in 90% of the population living within one-half mile of transit, and projects 40% of the population will choose to commute by walking, biking, transit or car share.

## TRANSPORTATION SECTOR (TS) GOALS

**Goal TS1:** Implement the city's Complete Streets Policy and Active Transportation program to encourage multiple modes of transportation, particularly within and connecting to Transit Oriented Development Districts, Village Cores and Centers.

**Goal TS2:** Increase the community-wide use of low carbon fuels (i.e., fuels other than gasoline and diesel).

**Goal TS3:** Rapidly accelerate electric vehicle (EV) adoption in the community and expand publicly accessible EV charging infrastructure throughout the city to result in 50% of all vehicle sales being electric vehicles by 2030.

**Goal TS4:** Reduce the percentage of single occupant vehicle trips taken to 60% of all trips, through land use and transportation investments that encourage walkable and transit oriented communities while maintaining a thriving economy.

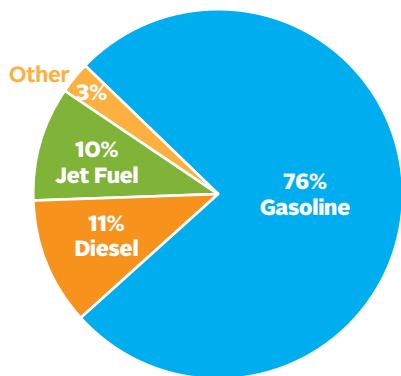


**12.9  
BILLION**

miles driven per year.<sup>50</sup>  
(or 27,000 trips to the  
moon and back!)



**Transportation Sector  
GHG Emissions by Fuel Type  
(2018)<sup>51</sup>**



**\$31.5 BILLION<sup>52</sup>**

funding for

**PHOENIX  
TRANSPORTATION  
2050** 



**3.78**

Trips per day per person.<sup>20</sup>



**85%**

of travel  
is by passenger  
automobile.<sup>53</sup>



**598**

Level 2 electric vehicle  
charging stations in  
Phoenix metro area.<sup>54</sup>



**1.7%**

of travel by bus in 2019.<sup>53</sup>



## BACKGROUND

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A well-connected city drives innovation. Cities must provide a transportation system that gets residents to where they want to go without needing to jump into a car alone or to travel long distances to get to their destination. Currently, **GHG emissions from transportation are increasing as the population grows and the city is built out to accommodate this growth**. According to the 2018 GHG community inventory, forty-six percent of all GHG emissions in Phoenix are from transportation, with the majority being from use of gasoline fuel in passenger vehicles. Eighty-four percent of travel likely will continue to be done by passenger vehicle in 2030.<sup>29</sup> **To become a net-zero GHG-emissions city, significant reductions need to be made in this sector through planning and development of communities and transportation infrastructure that allows for modes of travel other than the single occupancy, fossil-fueled vehicle.** This can be achieved by designing Complete Streets to accommodate safe and accessible multimodal travel, like walking and bicycling. The path to decreasing GHG emissions also includes an increase in consumption of non-conventional fuels or alternative fuels and eventual transition to vehicles powered by electricity or other carbon-free fuel. In addition, efforts must be taken to align Land Use and Transportation infrastructure investments to make walking, biking, and transit more convenient, comfortable, and efficient; particularly within and connecting to Transit Oriented Development Districts, Village Cores, and Centers. By pursuing these goals, Phoenix can reduce its GHG emissions from transportation by 2050.

# HIGH CAPACITY TRANSIT



CUMULATIVE PROGRESS JAN. 1, 2016–JUNE 30, 2020



## Light Rail Transit (LRT) Completed Projects

### ④ 50TH STREET STATION

- Opened April 25, 2019
- Received Sustainable Infrastructure Award from Arizona State University's Metis Center

### ⑤ NORTHWEST EXTENSION PHASE I

- Service began March 19, 2016

## LRT Deferred Projects

### ⑥ NORTHEAST EXTENSION

- Deferred to end of T2050 program by Phoenix City Council (2018)

### ⑦ WEST PHOENIX TRANSIT CORRIDOR STUDY

- Deferred to end of T2050 program by Phoenix City Council (2019)

## ► LRT Ongoing Projects

### ① CAPITOL/I-10 WEST EXTENSION

- Conducted public meetings for input on options for the downtown route, potential extension to Desert Sky Mall and potential project phasing options
- Continued preparing the federally required Environmental Assessment
- Awarded \$2 million federal transit-oriented development grant

### ② NORTHWEST EXTENSION PHASE II

- Completed design and began the engineering phase
- Continued surveying to identify underground utilities

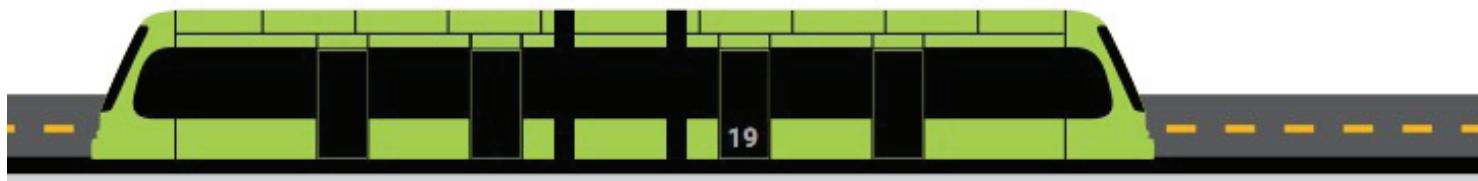
### ③ SOUTH CENTRAL EXTENSION/ DOWNTOWN HUB

- Completed final design and began the engineering phase
- Began construction in October 2019 and began utility relocation
- Completed street improvements at three intersections to help avoid future traffic impacts
- Opened South Central Extension Community Office (2018)
- Awarded two allocations of \$100 million each from the FTA (2019/2020) and a \$2 million federal business assistance grant (2016)

## ► Bus Rapid Transit (BRT) Ongoing Projects

### BRT SERVICE

- Began extensive public education and outreach for input on six potential corridors



T2050 High Capacity Transit Progress through June 30, 2020.

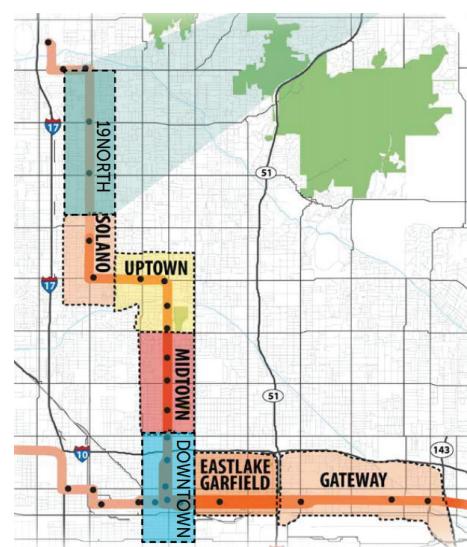
## Local Government Leading the Way

In 2008, the largest light rail construction project in the nation's history was completed in Phoenix. This major achievement was the result of a partnership between local and federal agencies, strong civic leadership, and visionary urban planning that began decades earlier. The infrastructure, however, was designed to not just add high quality transportation options, but to lay a foundation for "reinventing" the communities surrounding it and creating new urban living choices in a city planned almost entirely for the automobile. In 2011, the city was awarded a \$2.9 million Sustainable Communities Challenge Grant from the U.S. Department of Housing and Urban Development (HUD). Thus, a collaborative partnership and initiative between the city, the U.S. Department of Housing and Urban Development, and numerous other organizations was born. This partnership came to be known as "ReinventPHX" and aimed to create a new urban development model in Phoenix to achieve Walkable Communities. "ReinventPHX" resulted in the creation and adoption of a Transit Oriented Development (TOD) Strategic Policy Framework in 2013 followed by five District Policy Plans in 2015 to illustrate the community vision and align it with development strategies and actions for the communities situated along the first phase of the light rail. In 2016, the Northwest Extension Phase I was completed and shortly after, the city began a 2-3 year process working with that community to develop a sixth TOD Policy Plan, titled 19North, using the ReinventPHX TOD Strategic Policy Framework as a guide and was recently adopted on April 7, 2021.

In 2016 the city was awarded a \$2 million Transit Oriented Development Planning grant from the Federal Transit Administration (FTA) to engage the community and support local businesses along the South Central Avenue planned light rail extension. The product of this grant exercise will be a seventh TOD Policy plan, inspired by the hearts and voices of the community.

In 2019, and again in 2020, the city was awarded two subsequent Transit Oriented Development Planning Grants from the Federal Transit Administration (FTA) for the proposed Capitol/I-10 West and Northwest Phase II Light Rail extensions to engage those communities in a similar exercise to develop two additional TOD Policy Plans for those communities.

Since its adoption in 2013, the city TOD Strategic Policy Framework has been used successfully to provide a holistic and multidisciplinary engagement, visioning, and implementation plan framework for several diverse transit oriented communities in the city. This framework has evolved over the years to respond to various community needs yet maintains its foundational structure inclusive of five (5) interrelated and interdependent factors (Equity, Diversity, Authenticity, Resiliency, and Prosperity) to permeate planning and decision making processes to help ensure sustainability.



The city of Phoenix has many initiatives and plans that are addressing the transportation needs of its residents. Plans include the Comprehensive Bicycle Master Plan, the Key Corridor Master Plan, and the Active Transportation Plan. Goals of these plans include increasing bi-directional bike lanes from 1,065 miles to 1,995 miles by 2050. Additional work is being done to make the canals multi-use and by 2050, 90% of the canals will feature paved paths and have connections with crossings at major streets. Part of that work being done in partnership with SRP has resulted in the Grand Canalscape, a safe and continuous commuter route for bicycle and pedestrian traffic from the city of Tempe to Interstate 10.

Most residents in Phoenix prefer to use passenger vehicles for travel with 84% of travel being projected to be completed by passenger automobile in 2030, so there is increased focus on the rollout and development of electric vehicles and electric vehicle charging infrastructure. GHG emissions from travel by airplane must also be considered. The Aviation Department (AVN) is implementing an environmental management information system in 2021 and this system will include tools to actively track and notify status of greenhouse gas emissions. AVN is also including an environmental overview and sustainability strategy as a step in the Comprehensive Asset Management Plan (CAMP) implementation plan. Phoenix Sky Harbor International Airport has achieved GHG emissions reduction every year since 2014, primarily through energy conservation projects. In 2020, the airport achieved a Level 3 Certification in the Airport Carbon Accreditation Program. To continue to reduce GHG emissions, the manufacturers of aircraft (Boeing, Airbus, etc.) and their airline customers have been investigating new, more sustainable fuels for commercial scale use. In conversations with our industry partners, AVN is ready to facilitate the adoption of these new fuels once available. Thanks to all these considerations, Phoenix residents will be available to have a variety of transportation options that suit their needs.



## KEY ACHIEVEMENT

### T2050



Transportation 2050 (T2050) is a 35-year initiative to improve streets and transit service, including bus service and light-rail construction, throughout the city. The approval of Proposition 104 by voters in 2015 resulted in a 0.7% sales tax that replaced a 0.4% sales tax and will provide roughly half of the funding. This is supplemented with federal and county funds, passenger fares and other sources for a total of \$31.5 billion. Approximately 86% of funds are dedicated to public transit and approximately 14% to streets. Through T2050, Phoenix's arterial-street maintenance cycle will be cut nearly in half, from 65 years to 33 years. T2050 will provide an estimated \$2.3 billion for major street-improvement projects, such as new bridges and new roads, to help connect and complete the city's roadway network. Transit improvements entail tripling the number of light rail miles in Phoenix by adding 42 miles of high-capacity corridors to the Valley's current 20-mile light rail line. The bus service network is being expanded to include 75 miles of bus rapid transit and corridors are being evaluated. Engaging with the public is vital to understanding residents' transportation needs. Staff members host open houses and public meetings and attend community events to provide information and gather input.

Public input is sought on a variety of topics such as planning bus routes and extensions, future station locations for light rail, potential bus rapid transit corridors, building and improving roads, and creating and improving bike lanes. Beginning in March 2020, in-person public outreach meetings were temporarily suspended, and staff members were directed not to attend community meetings due to the pandemic; however, many outreach events occurred prior to this time. Staff members also adapted to a new way of conducting business by hosting virtual public meetings accessible by phone or computer — complete with presentations, a variety of speakers and public question-and-answer segments.

The Citizens Transportation Commission (CTC) was established in 2015 by the Mayor and Phoenix City Council for the T2050 program. Fifteen commissioners are appointed by the City Council to address street and transit needs, provide oversight on the expenditure of funds and make recommendations on plan elements. The Phoenix City Council's Transportation, Infrastructure and Innovation subcommittee provides guidance, approvals and recommendations on policies related to infrastructure, transportation, transit, streets, aviation/airport, water, technology, smart cities, innovation and sustainability. Additional oversight is provided through the City Council, and opportunities for public input occur at these meetings as well. For more information, visit [phoenix.gov/T2050/](http://phoenix.gov/T2050/)



**“\$1 million in American Rescue Plan Act funds used to purchase transit passes for those experiencing financial or other difficulties.”**

## GOAL 1

*Implement the city's Complete Streets Policy and Active Transportation program to encourage multiple modes of transportation, particularly within and connecting to Transit Oriented Development Districts, Village Cores and Centers.*

## TARGET 1

60% Single Occupancy Vehicle Travel

## BASELINE

85%

### TS1.1

#### Ongoing Actions

**Increase bike lane mileage in the city of Phoenix and ensure the bicycle network is connected and comfortable for riders of all ages and abilities.**

Bicycling promotes a healthy lifestyle and has significantly lower emissions and requires much less infrastructure than a motor vehicle. Phoenix City Council adopted the Comprehensive Bicycle Master Plan in November 2014. This plan will help develop a comprehensive bicycle network that is fully connected with the Phoenix community and other transportation networks. There are 1,065 miles of bi-directional bike lanes with a goal of 1,995 miles by 2050. In addition to the Comprehensive Bicycle Master Plan, the T2050 Mobility Improvements subprogram was established to improve neighborhood mobility through the construction of new sidewalks and multi-modal connectivity through the provision of new bicycle facilities.

**CITY LEAD //** Street Transportation

**PARTNERSHIPS //**

**TIMEFRAME //** Long Term

### TS1.2

#### Pending Actions

**Create a network of multi-use paths along the existing canal network in Phoenix.**

The canal network is used to transport water throughout Phoenix and provides an opportunity to incorporate alternative mobility improvements along its banks. In 2020, Phoenix opened the initial 12 miles of shared use path along the Grand Canal in Central Phoenix from Interstate 17 to the city of Tempe. This shared use path provides safe and convenient walking and biking access between neighborhoods, transit corridors, local employment, shopping, education and recreation centers. The next segment began design in late 2020 with implementation by late 2023. 45% of canals have paved paths. By 2050, 90% of canals will have paved and connected paths, with crossings at major streets or barriers.

**CITY LEAD //** Street Transportation

**PARTNERSHIPS //** ADOT, MAG, SRP

**TIMEFRAME //** Long Term

## Little Canyon Trail

### 31st Avenue Between Camelback Road and Missouri Avenue

For much of its recent history, the portion of lateral 14.4 stretching south along the unpaved 31st Avenue alignment from Missouri Avenue to Camelback Road exemplified the unmet public potential of the Valley's historic canal corridors. Hemmed in by graffiti-marred block walls, the open ditch and dirt trail answered the utilitarian call of providing maintenance access to the lateral, nothing more. The Little Canyon Trail Public Art Project changed that, transforming the unsightly ½-mile corridor into a model for how even the smallest canal segments can become beautiful public spaces and safe multi-modal routes. Designed by artist Laurie Lundquist and landscape architect The Sherman Group through a collaboration with the Office of Arts and Culture Public Art Program, Street Transportation Department and Parks Department , the enhanced trail closed an existing gap in the Phoenix's on-street bicycle trail network and created new canal-side destinations for the surrounding west Phoenix community. New seating areas, fencing, entry portals, durable path and shade trees turned the desolate, fragmented corridor into a source of beauty and community pride. The corridor's formerly exposed terrain now boasts nearly 100 shade trees, a 10-foot-wide path with a sinuous pavement pattern, high-efficiency pedestrian-level LED lighting, ADA ramps, a fence that traces a wavy line – like the flow of water – through the corridor, a landscaped roundabout the Colter Street cul-de-sac, and round, steel entry



portals embellished with cotton-blossom patterns, in recognition of the farms that once defined the area. These enhancements balance the corridor's need to assure ongoing maintenance of the irrigation lateral with providing safe passage for bicyclists connecting to the on-street bicycle trails south of Camelback Road and north of Missouri Avenue. They also expand the trail's function to provide shaded seating and gathering spots for people wanting to sit and view the canal. This expansion of public purpose both acknowledges the history of farming that the canal made possible, and the modern urban desire to make more of the vital canal corridors that traverse our Valley communities.<sup>55</sup>

**Develop a series of corridors with a strong emphasis on active transportation and connections to high-capacity transit corridors.**

Two city-wide initiatives, the Key Corridor Master Plan (KCMP) and Active Transportation Plan, currently underway will help develop a more robust bicycle and pedestrian network throughout the 15 villages in Phoenix.

**CITY LEAD //** Street Transportation

**PARTNERSHIPS //** MAG

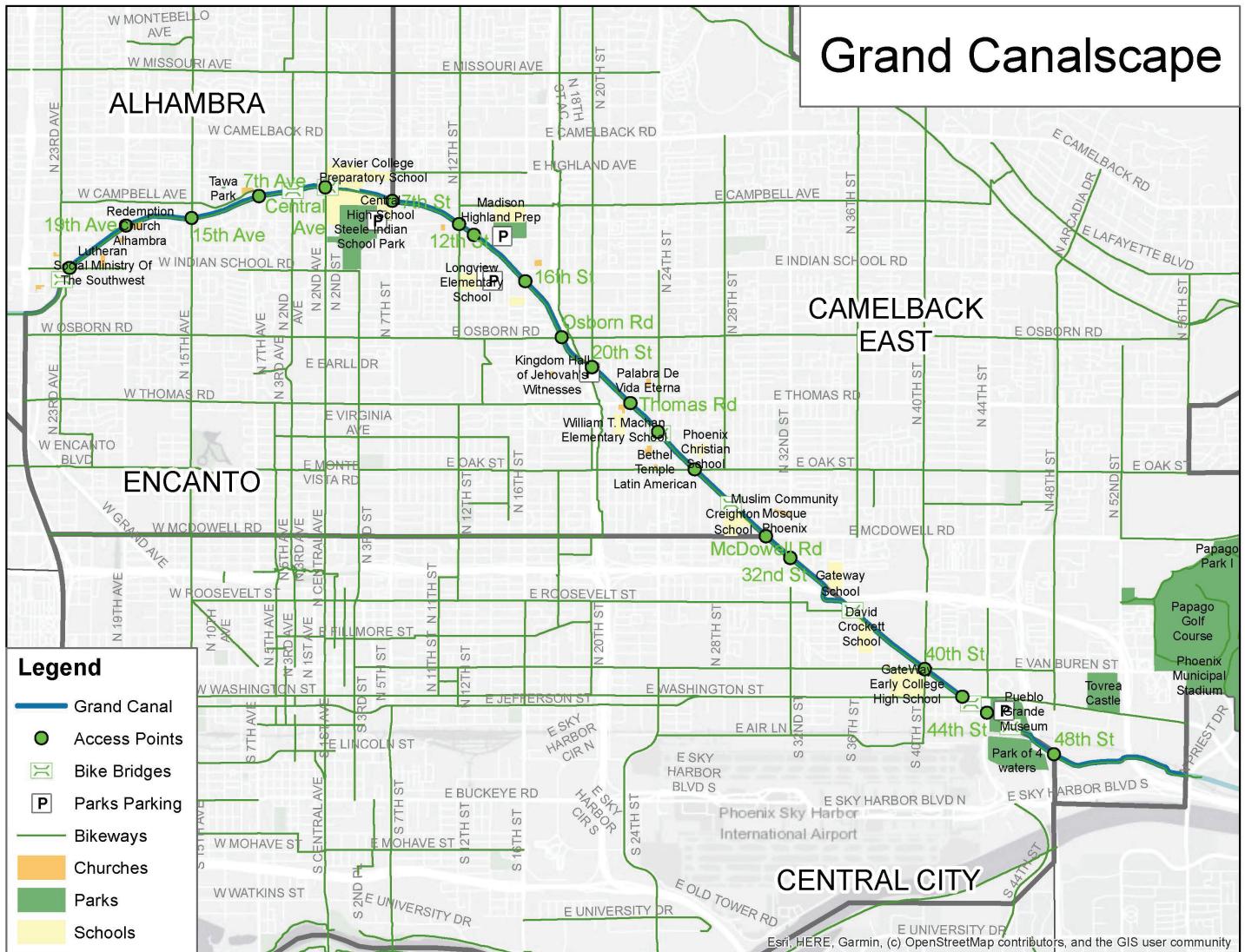
**TIMEFRAME //** Long Term

## Grand Canalscape

In 2020, the city of Phoenix opened the initial 12 miles of shared use path along the Grand Canal in Central Phoenix from Interstate 17 to the city of Tempe. With limited resources and a growing city that requires alternative mobility improvements for a vital transportation network, the city of Phoenix Street Transportation Department partnered with the Salt River Project (SRP) to create a safe and continuous commuter route for bicycle and pedestrian traffic along the Grand Canal bank from the city of Tempe to Interstate 10. The overall goal of the Grand Canalscape is two-fold. The primary intent was to develop a continuous low-stress active transportation route for bicycle and pedestrian traffic along the Grand Canal bank. This shared use path provides safe and convenient walking and biking access between neighborhoods, transit corridors, local employment, shopping, education and recreation centers. The route also includes safe crossing facilities at arterial and collector street/trail intersections. The secondary intent of this project is to reintegrate the canals into the surrounding communities by incorporating public art, landscaping in areas of opportunity, and neighborhood access points to the path which provide better visibility, access, and ultimately appreciation of the extensive canal system in the Phoenix area. These projects will provide a safe route for bicycle and pedestrian traffic away from arterial streets and integrate the canals into the surrounding communities through improved access, public art and landscaping – with the goal of increasing usage and appreciation of one of our unique assets, the canal system in the Phoenix area. The designs, lessons learned, and experience gathered during this project provide a blueprint for further development of the Grand Canal along with other canals in the system such as the Western and Highline canals. The next segments will be implemented by late 2023.<sup>56</sup>



# Grand Canalscape



# Grand Canalscape Map

## TS1.4

### Pending Actions

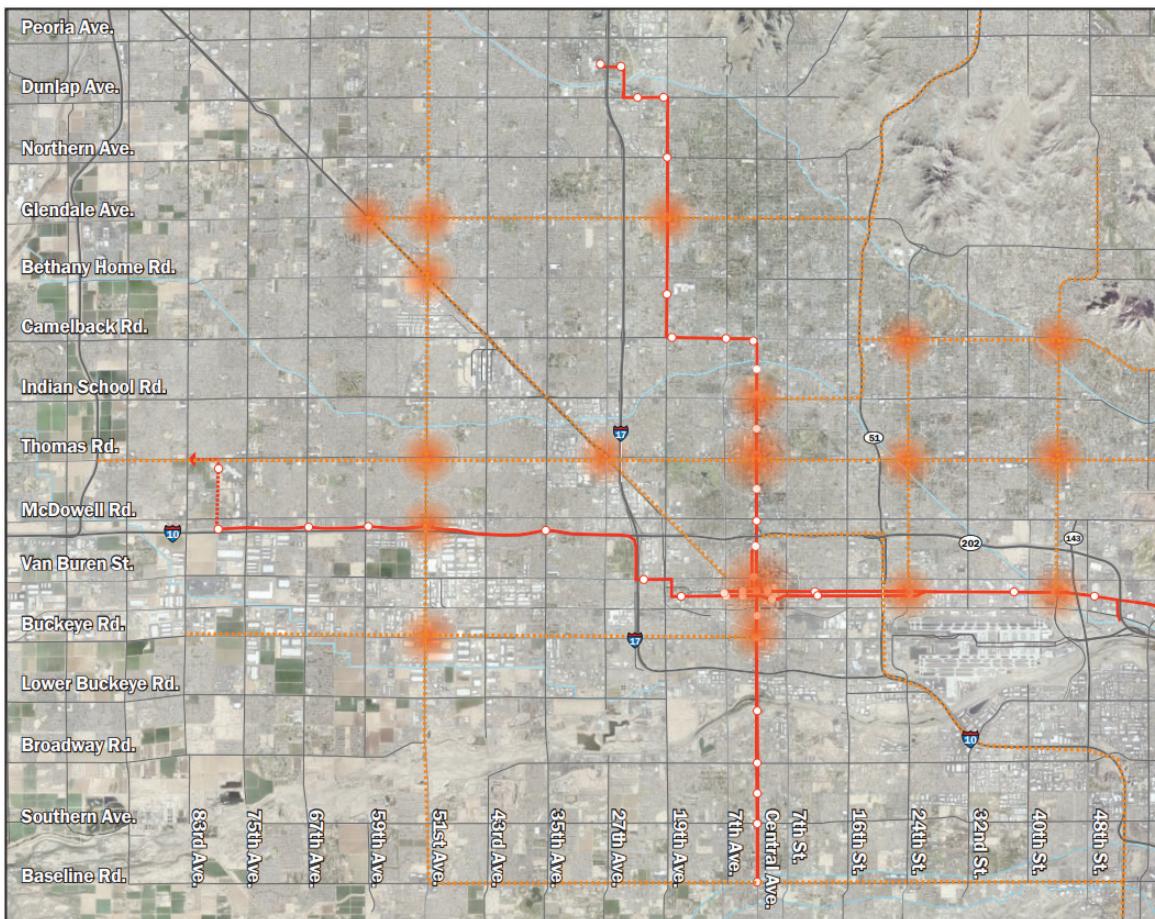
**Support the development of communities that prioritize walking, biking, and using transit as part of the city's ongoing Transit Oriented Development efforts.**

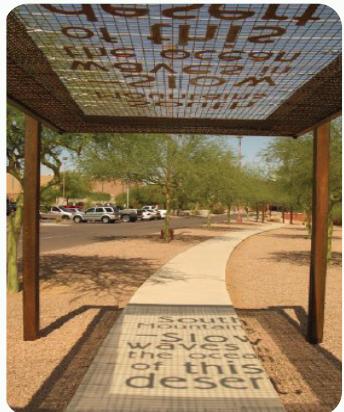
Transit Oriented Development (TOD) is broadly defined as compact, pedestrian-scaled, mixed use development strategically located within a short walk of high capacity transit. TOD provides opportunities for residential, business, and recreation spaces within walking distance of public transit such as the light rail line. This close proximity reduces commute times and the loss of productivity associated with traffic congestion. The intent of TOD is to make walking, bicycling and using transit convenient, safe and enjoyable for daily life. The total acreage of expanded infill development within TOD areas is 403 acres. 707 affordable housing units have been developed within the TOD areas. Over seven miles of bike lanes have been added to TOD areas. This process establishes a new, transit-oriented model for urban planning and development along the city's light rail system.

**CITY LEAD //** Planning and Development

**PARTNERSHIPS //** All Departments

**TIMEFRAME //** Long Term





## Walkability

Passage is a collaborative, multi-faceted work of public art, by the Office of Arts and Culture and Street Transportation Department, that completes the series of improvements the Street Transportation team began in 2003 to improve pedestrian comfort and trail connectivity in the South Mountain community. The first project in the series was the 2005 Baseline Road Public Art Project (with Ten Eyck Landscape Architects), which improved the multi-use trail system of the area and added shade enhancements for transit riders along the Baseline corridor. The second was the 2009 Zanjero's Line - Highline Canal Public Art Project (also with Ten Eyck Landscape Architects), improving four miles of trail and crossings on the historic irrigation lateral along the base of South Mountain. Passage bolsters South Mountain Community Library's connection to its surroundings by fusing poetry and place with public

art. It combines "acoustic" chairs, plaza enhancements, poetry trellises and a new pedestrian crossing of the Western Canal. The library plaza and trellis enhancements were developed in partnership with the South Mountain Community College District and Phoenix Library Department. The final project component is a new bridge across the Western Canal. It was designed to link the library and South Mountain Community College campus with the Arizona Agribusiness and Equine Center commercial complex to the south. The immovable wheels flanking the bridge entrances are a visual play on the history of movable bridges that once spanned the Salt River Valley canals. The bridge was designed by Harries and Heder with percent-for-art funds administered by the Phoenix Office of Arts and Culture Public Art Program. It was built using Federal transportation enhancement moneys administered by the Phoenix Street Transportation Department. Combined with the public art of plaza and walkway, it strengthens pedestrian pleasures and access in a community of increasingly connected trails.

## GOAL 2

*Increase the community-wide use of low carbon fuels (i.e., fuels other than gasoline and diesel).*

### TS2.1

#### Ongoing Actions

##### All city of Phoenix fleet will be fueled by alternative fuels, including electricity.

The city fleet will continue to transition to low carbon alternative fuels. Currently, 73% of the fuel used by the fleet is powered by an alternative fuel. Electric medium and heavy-duty vehicles, such as fire trucks, street sweepers, buses, and refuse trucks are becoming available on the market, providing for more alternative fuel vehicle options. Hydrogen may also play a significant role as a fuel for medium-and heavy-duty vehicles in the long term.

**CITY LEAD //** Public Works, Public Transit, Aviation, Police, Fire

**PARTNERSHIPS //**

**TIMEFRAME //** Long Term

## TARGET 2

100% Alternative Fuels or Electric

## BASELINE

0.5%<sup>5</sup>

### ELECTRIC BUSES

During the summer of 2020, Valley Metro tested battery electric buses from three different manufacturers on multiple urban, high density routes. Previous trials of electric buses, in 1994 and 2016, were unsuccessful because they were unable to provide the operating range necessary in the desert climate. The use of air conditioning causes the battery to deplete more quickly and limits the range of the bus to less than 100 miles. Three buses tested were found to be able to be piloted on circulator routes without the need for fast charging. Valley Metro is pursuing an initial, small investment in electric buses to gain operational and maintenance experience, and determine the lifecycle costs of the electric buses in the Phoenix metro area. The city of Phoenix will continue to explore the use of electric buses and will be able to deploy electric buses when products come to market that can accommodate the local environmental and geographical range conditions. This will help create attainable goals for the acquisition of additional electric bus use in the region.<sup>57</sup>



**TS2.2***Ongoing Actions*

**The majority of new garbage trucks will be replaced with cleaner burning options such as compressed natural gas (CNG) or electric as they become available.**

As part of cleaner air initiatives, diesel-engine solid waste trucks are being replaced with CNG-fueled ones, increasing air quality and reducing GHG emissions. Nearly every new garbage truck is powered by CNG and is slow filled overnight in the yard where they are maintained. CNG fuel reduces emissions and particulates and with overnight fueling saves employee time waiting in line to fuel daily, further reducing emissions. By 2030, the majority of existing garbage trucks will be replaced with cleaner burning alternative fuel trucks. The Solid Waste Field Services division utilizes a fleet of alternative fuel equipment to collect, reuse and recycle green organics, and bulk trash from approximately 400,000 residential customers each week and uses 100% alternative fuel, with 150 units using CNG, and 60 of which use ultra-low NOx CNG engines.

**CITY LEAD //** Public Works

**PARTNERSHIPS //**

**TIMEFRAME //** Medium Term



**Solid Waste Garbage Trucks  
being slow-filled with  
compressed natural gas.**

**TS2.3***Pending Actions*

**Advocate for state and local regulations that promote alternative fuel sales in the Phoenix metropolitan area.**

Alternative fuels are fuels that are not gasoline or regular diesel. These fuels are used in place of fossil fuels to decrease GHG emissions. It is important to advocate for further local GHG emissions reductions from state and local regulations that promote alternative fuel sales in the Phoenix metropolitan area as directed by the Mayor and City Council.

**CITY LEAD //** Office of Government Relations

**PARTNERSHIPS //** ADEQ

**TIMEFRAME //** Short Term

## GOAL 3

*Rapidly accelerate electric vehicle (EV) adoption in the community and expand publicly accessible EV charging infrastructure throughout the city to result in 50% of all vehicle sales being electric vehicles by 2030.*

## TARGET 3

50% of annual new car sales to be EVs by 2030; 500 charging ports on city properties by 2030

## BASELINE

2.3% of annual new car sales are EVs; 62 charging ports on city properties

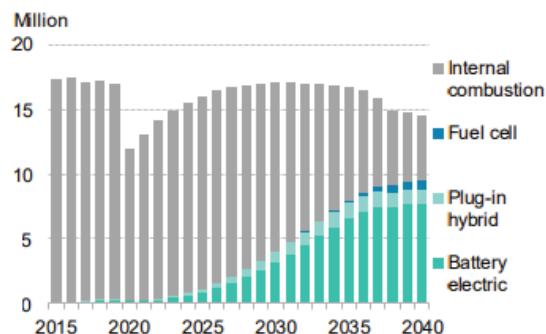
## Electric Vehicles and Electric Vehicle Supply Equipment

Electric Vehicle (EV) deployment is one of several measures that will greatly reduce emissions from mobile sources, particularly light-duty vehicles and medium-heavy-duty trucks, which account for approximately 66% of nitrogen oxides, an ozone precursor, and other hazardous air pollutants. In analyzing pathways for GHG reduction, the city of Phoenix has identified the need to promote and adopt electrification via wide-scale EV deployment to be among the primary solutions for reducing GHG reduction targets by 2050. Phoenix has committed to an ambitious goal of a 100% net-zero greenhouse gas emissions city fleet by 2050. Electric vehicle supply equipment (EVSE) deployment should be scaled to reduce range anxiety and encourage higher EV penetration rates as consumers become more confident in charging accessibility.

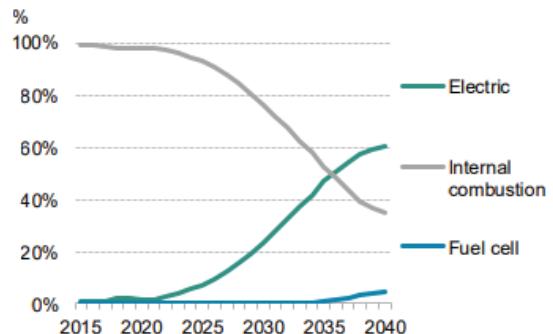
Electric vehicles provide many benefits to consumers, including lower maintenance, lower fuel cost, and zero tailpipe emissions. EVs result in **60% fewer GHGs from upstream emissions (electricity generation) as compared to internal combustion gasoline burning engines** and have the potential for significant improvement in local air quality, reducing both particulate matter and ozone. Although estimates vary on the adoption curve of electric vehicles, if 10% of vehicles were electric by 2025, total transportation emissions would decrease by approximately 5%. In addition, EVs have a lower operating cost (with a cost per charge equivalent to \$0.30/gallon) and have the long-term potential for further emission reductions as the electricity grid decarbonizes over time. This possible action area includes providing increased electric vehicle charging infrastructure at home, work and public locations and on the road, and bulk purchasing of battery electric vehicles (BEVs) by the community to reduce upfront costs. Innovation in battery technology combined with extensive public charging availability in the next five years could reduce concern over the current shorter range of EVs.

Annual sales of new light-duty vehicles in Arizona fluctuate each year from roughly 385,000 to 400,000, and PHEVs and BEVs combined account for approximately 2.3% of annual sales. This indicates that EVs are still in an early adoption phase. Battery electric vehicles (BEVs) sales will continue to increase and be the larger share of the electric drivetrain market, while the market share attributable to plug-in hybrids (PHEVs), vehicles that are hybrid that can be charged by plugging into an external power source, will continue to increase but be a much smaller portion of the future EV sales. EV batteries are becoming more efficient, with longer range options, and cheaper to manufacture. Estimates show that the price of EVs will reach price parity with the internal combustion engine vehicles by 2024, as shown in the chart below. As of April 2021, the city of Phoenix fleet currently has one PHEV, and ten light duty BEVs.

### U.S. annual passenger vehicle sales by drivetrain



### U.S. share of total annual passenger vehicle sales by drivetrain



Source: BloombergNEF. Note: Electric contains battery electric and plug-in hybrid.

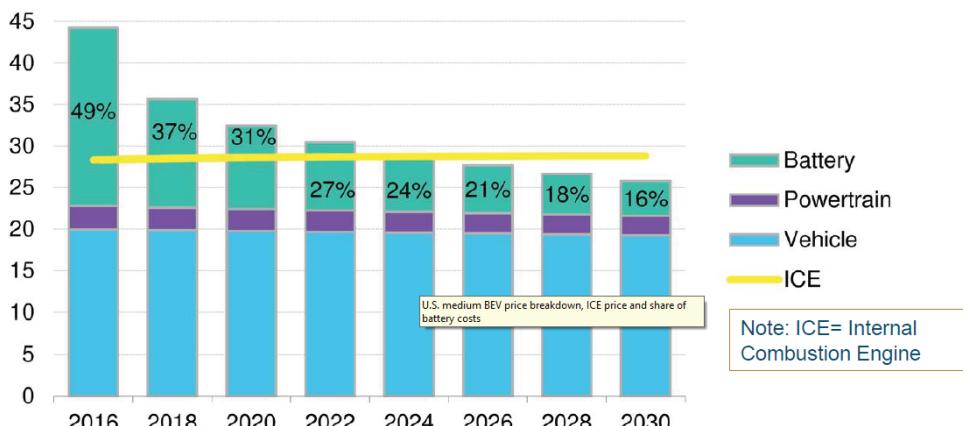
## The role of hydrogen (fuel cell electric vehicles) in transportation

Hydrogen as a fuel has been an emerging technology for decades and could have a significant role in the long-term transition to zero-carbon transportation—particularly for medium and heavy duty equipment. Hydrogen combined with a fuel-cell produces electricity and, therefore, could provide an alternative to large batteries for energy storage. References in this plan to electrification of transportation includes a small share of hydrogen (2% of vehicles by 2030) powered fuel cells, but the significance of its role will be more clearly defined in future plans as the technology develops.

## **+ PEVs could reach price parity with conventional vehicles by 2024**

EV and ICE vehicle upfront cost projection

\$2016 (thousand) and %



Source: BNEF. "Electric Vehicle Outlook 2019" (2019). Available at: <https://about.bnef.com/electric-vehicle-outlook/>.

According to Arizona Department of Transportation, as of FY20, there are over 7.8 million vehicles registered in Arizona, and 34,898 vehicles registered as PHEVs and BEVs combined.<sup>58</sup> Based on data collected from the U.S. Department of Energy's Alternative Fuels Data Center, approximately 598 Level 2 charging ports are located within the Phoenix metro area. Electrify America is a leader in EV charging and offers the most public DC Fast Chargers stations in the U.S. and have deployed over 2,000 DC Fast Chargers at nearly 500 locations across 42 states, including Arizona. The city is currently collaborating with Electrify America on the possibility of locating additional DC Fast Chargers within the city of Phoenix boundaries.

Currently, there are over 100 different EV makes and models on the new and used markets for purchase and the promise of all major manufacturers adding more makes and models in the coming years. EVs made up approximately 2.4% of the U.S. auto sales as of 2020. However, the growth in EVs is continuing to climb and by 2030, EVs will account for an estimated 50% of all light-duty vehicle sales—a target set by the current federal administration in partnership with U.S. auto makers.<sup>18</sup>

The city's clean air, clean energy, and GHG emission reduction targets require an ever-increasing percentage of EV market penetration. Phoenix will continue to collaborate with local utility companies to provide and promote EV and EVSE purchasing incentives, enact EV building codes, address EV equity concerns, as well as continue to provide community awareness and outreach for the EV programs.

The goal of the city of Phoenix EV Program is to promote the adoption of consumer light-duty EVs and PHEVs by increasing infrastructure availability, increasing community awareness, creating dealership and utility relationships, implementing EV ready building codes, and initiating an aggressive municipal green fleet replacement strategy to reduce GHG emissions from the transportation sector by 2050.



## **STATEWIDE PLAN FOR ELECTRIFICATION OF TRANSPORTATION**

Arizona Public Service (APS), Tucson Electric Power (TEP) and other stakeholders developed the Statewide Transportation Electrification Plan (STEP) in 2020 that projected 1 million EVs will be on Arizona roads by 2030 and nearly 5 million by 2040. The 2020 STEP described the planning efforts by APS and TEP to support transportation electrification in Arizona to create a solid foundation for all subsequent policies, programs, and initiatives across the state. The information provided in this plan will be used to assist in future EV planning efforts and provide additional framework to develop city EV policies, programs and procedures.

### Complete construction of the PHX Sky Train®.

The automated PHX Sky Train® connects travelers between the Valley Metro Light Rail 44th Street and Washington stop and the airport. 1.9 miles have been completed with 2.5 additional miles scheduled for completion by 2022.

**CITY LEAD //** Aviation

**PARTNERSHIPS //** Valley Metro

**TIMEFRAME //** Short Term

## PHX Sky Train®

Providing a vital transit link to the region, the automated PHX Sky Train® connects travelers between the Valley Metro Light Rail 44th Street and Washington stop and the airport. The PHX Sky Train® is an electric people-mover system that allows one of the country's busiest airports to alleviate roadway congestion and enhance customer service. The initial 1.9-mile-long PHX Sky Train® segment transports users to Phoenix Sky Harbor's East Economy Parking Area and Terminals 3 and 4 in less than 5 minutes. This convenient multi-modal connection improves ridership on the Valley Metro Light Rail by both the traveling public and airport employees, further connecting our community with sustainable transportation options. By 2030, 93,142 passengers will take the PHX Sky Train® daily based upon a 2019 ridership study. Currently under construction, the final phase of the PHX Sky Train® will add 2.5 miles of guideway and connect to the Rental Car Center, completing the circuit and allowing the airport to retire its CNG bus fleet to the Rental Car Center. Completion of the final segment of the PHX Sky Train® in 2022 and construction of the 24th Street Station at PHX will reduce an additional 69,000 MT CO<sub>2</sub>eq per year.



**TS3.2****Quickstart Actions****Increase EV Infrastructure development in single-family, multi-family and commercial properties through incentives and building codes.**

Planning and Development staff will collaborate with building organizations and other stakeholders to identify incentives and code considerations and ensure all concerns are addressed and incorporated into the building code adoption process. An EV Ready Building Code Policy will be developed and incentives addressing EV charging parking requirements for new multi-family and commercial construction developments and connection requirements for new single-family construction to include information on conduit, wiring, and electrical capacity. A strategy will be developed to streamline the administrative process and decrease application timelines for simplifying the city permitting process for property owners who wish to install charging infrastructure on existing single-family, multi-family, and commercial properties.

**CITY LEAD //** Office of Sustainability, Planning and Development

**PARTNERSHIPS //** APS, SRP, Developers

**TIMEFRAME //** Short Term

**TS3.3****Ongoing Actions****Develop community outreach and EV engagement campaign and EV Roadmap Action Plan.**

Engage regional businesses and EV stakeholder groups to advance EV initiatives. Launch education and outreach campaigns to bring awareness of EV benefits, costs, charging basics, and incentives available to assist in promoting the advancement of EV adoption. Create city staff EV team to act as internal EV advocacy and outreach ambassadors to assist in informing Departments and participating in EV events. Develop an equity-based EV Roadmap that outlines the steps to achieve the 2030 EV goals.

**CITY LEAD //** Office of Sustainability

**PARTNERSHIPS //** ASU, APS, SRP, Local Auto Dealers

**TIMEFRAME //** Short Term

**TS3.4***Ongoing Actions***Implement equity principles into EV policies and programs.**

Develop a strategy to expand eMobility access to overburdened communities that have relatively fewer transportation resources and options and that are impacted the most by climate change. Promote inclusive collaboration to ensure all communities have a voice in helping to shape EV policies and programs. Prioritize initiatives that maximize benefits to vulnerable communities. Potential initiatives could be related to rebates for members of income qualifying programs that target the purchase of EV or EV charging stations, car-share programs, micromobility incentives for e-bikes and e-scooters, or other clean energy transportation solutions.

**CITY LEAD //** Office of Sustainability

**PARTNERSHIPS //** ASU, APS, SRP, Local Auto Dealers

**TIMEFRAME //** Short Term

**TS3.5***Ongoing Actions***Increase EV charging infrastructure installations on city managed/owned properties.**

A citywide EV charging infrastructure plan and policy will be developed for Phoenix that will include equity considerations when identifying locations for EV charging accessible by the public, fleet and city employees. A citywide EV charging infrastructure plan and policy will be developed for Phoenix that will include equity considerations when identifying locations for EV charging stations. Continue to seek out funding opportunities to accelerate vehicle electrification and EV charging infrastructure that may significantly defray the cost of both new fleet vehicles and associated charging infrastructure.

**CITY LEAD //** All Departments

**PARTNERSHIPS //** APS, SRP

**TIMEFRAME //** Medium Term



**TS3.6***Ongoing Actions***Replace the light-duty municipal internal combustion engine city fleet with EVs where operationally feasible.**

An action team comprised of existing Fleet Managers and maintenance staff will be formed to provide training and awareness raising of vehicle makes and model opportunities that are available and forthcoming. A Green Fleets Program and Procurement Policy will be developed by 2022 that will reflect how decisions will be made about vehicle purchasing and replacement so that at each decision point, consideration and analysis is given to purchasing a vehicle that would reduce or eliminate carbon emissions. Update the centralized procurement policy and/or process to enable the consideration of total cost of ownership. Use vehicle lease-to-own programs, where financially sound, in accordance with the Climate Mayor's Purchasing Collaborative to procure future EVs. Conduct pilot programs to include medium to heavy duty fleet equipment (ex. transit buses, solid waste trucks, and street sweepers).

**CITY LEAD //** Public Works, Office of Sustainability, Aviation, Police, Fire

**PARTNERSHIPS //** APS, SRP

**TIMEFRAME //** Medium Term

**TS3.7***Ongoing Actions***Increase EV adoption by the public to achieve 50% of new car sales to be EV by 2030.**

Develop city incentive programs and strategies in partnership with utilities and stakeholders to increase the new vehicle purchases of PHEVs and BEVs market share from 2% to 50% by 2030. This target goal is in direct alignment with the federal administration's Executive Order issued on August 5, 2021, to set a new EV target adoption date. Coordinate with local auto dealers to develop programs and incentive opportunities to include purchase and leasing options. Raise awareness of the used car markets as viable purchasing options.

**CITY LEAD //** Office of Sustainability

**PARTNERSHIPS //** APS, SRP, local auto dealers

**TIMEFRAME //** Medium Term

**Install electric vehicle charging stations for nonroad equipment on city of Phoenix Aviation properties.**

Using Voluntary Airport Low Emissions Program (VALE) grants, the Aviation Department is developing electric ground support equipment infrastructure at Phoenix Sky Harbor International Airport. Teaming with the airlines, over 100 fuel-driven ground support equipment units have been retired and replaced with electric units. Forty electric charging stations have been installed and additional infrastructure will be installed in future terminal construction projects.

**CITY LEAD //** Aviation Department

**PARTNERSHIPS //** Airlines, Maricopa County

**TIMEFRAME //** Short Term

## Voluntary Airport Low Emissions Program (VALE)

More than 100 fossil fuel-driven ground support equipment units - belt loader, bag tugs, aircraft pushbacks - have been retired and replaced with electric units by the airlines at Phoenix Sky Harbor International Airport. Phoenix Sky Harbor International Airport (PHX) through the Aviation Department has requested and received two grants from the Federal Aviation Administration under the Voluntary Airport Low Emissions (VALE) program to develop electric ground support equipment charging infrastructure. Forty charging stations have been installed by the Airport and additional infrastructure will be installed in future terminal construction projects. In support of the Airport's grant request, Southwest Airlines, American Airlines and United Airlines have retired and replaced 100 fossil fuel-powered units with electric models. Other examples of air quality improvements made by the Aviation Department include the Trip Fee Program, in which drivers of alternate fuel vehicles receive a discount, and Cell Phone Lots where drivers wait for arriving friends and loved ones. Both initiatives reduce airport roadway congestion and air pollution from vehicles circling airport grounds while waiting for passengers. Aircraft ground policies at PHX, such as the use of "one engine taxi" when aircraft move off the airfield after landing, reduces emissions while aircraft are on the ground. The 2019 conversion from turf to desert landscaping decreased emissions from mowing and gas-powered trimming while saving 5 million gallons of water annually in lawn maintenance.



**Electric Ground Service Equipment and Charging Stations**

**TS3.9**

*Pending Actions*

**Advocate for state and local regulations that incentivize that new vehicle sales in the Phoenix metropolitan area be battery-electric or plug-in electric vehicles, including electric vehicle charging infrastructure.**

Federal tax credits are available for some all-electric and plug-in hybrids models. Policy support at the state and local levels is needed to increase sales of electric vehicles and will be pursued as directed by the Mayor and City Council. This includes developing ordinances for electric vehicle charging infrastructure to support the adoption of electric vehicles.

**CITY LEAD //** Office of Government Relations

**PARTNERSHIPS //** Office of Sustainability,  
MAG, Maricopa County, APS, SRP

**TIMEFRAME //** Short Term



## GOAL 4

*Reduce the percentage of single occupant vehicle trips taken to 60% of all trips, through land use and transportation investments that encourage walkable and transit oriented communities while maintaining a thriving economy.*

## TARGET 4

60%

## BASELINE

85%

TS4.1

*Quickstart Actions*

### **Establish a policy that promotes teleworking for city of Phoenix municipal operations.**

Maricopa County Ordinance P-7 Travel Reduction Program requires a reduction of the amount of travel performed in a single occupancy vehicle by using alternative forms of travel. Teleworking is an important element of a travel reduction plan and should be established for city of Phoenix employees where possible. It is also important to incentivize and promote teleworking for all employers, regardless of size. During the pandemic, 25% of employees participated in the telework program. An Ongoing Telework Program will be established to continue to allow those positions to continue teleworking, when possible.

**CITY LEAD //** Human Resources Department

**PARTNERSHIPS //** All Departments

**TIMEFRAME //** Short Term



**TS4.2***Ongoing Actions***Expand bus service network and service hours, and introduce new bus rapid transit corridors as part of T2050.**

The bus service network is being expanded to include 75 miles of bus rapid transit and corridors are being evaluated. Service hours have been increased to match light rail operating hours, with increased frequency on high-demand routes to every 15-minutes.

**CITY LEAD //** Public Transit

**PARTNERSHIPS //** Street Transportation, Valley Metro

**TIMEFRAME //** Long Term

**TS4.3***Ongoing Actions***Increase the number of light rail miles in Phoenix by adding high capacity corridors across the city as part of T2050.**

Light rail corridors are being constructed to connect the city. 42 miles of light rail will be added to the already existing 20 miles of light rail.

**CITY LEAD //** Public Transit

**PARTNERSHIPS //** Street Transportation, Valley Metro

**TIMEFRAME //** Long Term



**Desert Rose-Desert Sky Transit Facility**

**TS4.4***Ongoing Actions***Continuously evaluate routing efficiencies and reciprocal agreements as applicable.**

The Solid Waste division employs routing efficiencies and utilizes reciprocal agreements with private haulers and other municipal entities to reduce trips and distance traveled hauling garbage to transfer stations and landfill. These agreements provide economic value and increased service efficiency for the solid waste operations. In addition, the city is evaluating siting of new transfer stations to reduce emissions and miles driven.

**CITY LEAD //** Public Works**PARTNERSHIPS //****TIMEFRAME //** Short Term**TS4.5***Ongoing Actions***Transition to digital communications with residents, where possible, without a decrease in the level of service provided.**

A transition to digital communications will decrease GHG emissions by eliminating the need for printed materials and their distribution. It is important to consider residents who may not be able to receive communications digitally.

**CITY LEAD //** Communications Office**PARTNERSHIPS //****TIMEFRAME //** Long Term**TS4.6***Pending Actions***Make job training for city of Phoenix employees available in a digital format.**

Providing job training in a digital format reduces GHG emissions. These reductions may come from reduced amount of travel to a training facility, reduction of space dedicated to training, and printing of training materials. Using Coronavirus Aid, Relief, and Economic Security (CARES) Act funds, a learning management system is being developed that will provide virtual learning opportunities with access to a large database of training material that will reduce in-person facilitation of training and reduced hard copy of training materials.

**CITY LEAD //** Human Resources Department**PARTNERSHIPS //** Information Technology Services Department**TIMEFRAME //** Short Term

## 2020 SUCCESS STORY

### Phoenix Police E-Learning

The Phoenix Police E-Learning platform has been in place for approximately five years. The initial goal was the delivery of update, best practice or procedural training to more than 4,000 sworn and civilian employees. This platform has made it possible to deliver more in-depth training, more often, and more efficiently. As an example, five mandatory safety courses are available online that traditionally required safety unit personnel to deliver in-person during squad briefings or annual trainings. This method of delivery required many hours of instruction and travel and took months to complete each year. Since the beginning of 2020, four other courses have been made available which normally would have required nearly everyone to attend by travelling to a location and inaccessible for patrol service. By using the E-learning platform, officers are able to view these courses from laptops in their patrol vehicles while on the street and when time permits. This allows for higher officer presence in the community and availability for assistance to the public.

Recently, the current testing process for sergeant was made available through the E-Learning system. This method of testing saved the city approximately \$5,000 which would normally have been paid to an external testing source. Future promotional processes will also be administered through E-Learning, which increase cost savings.

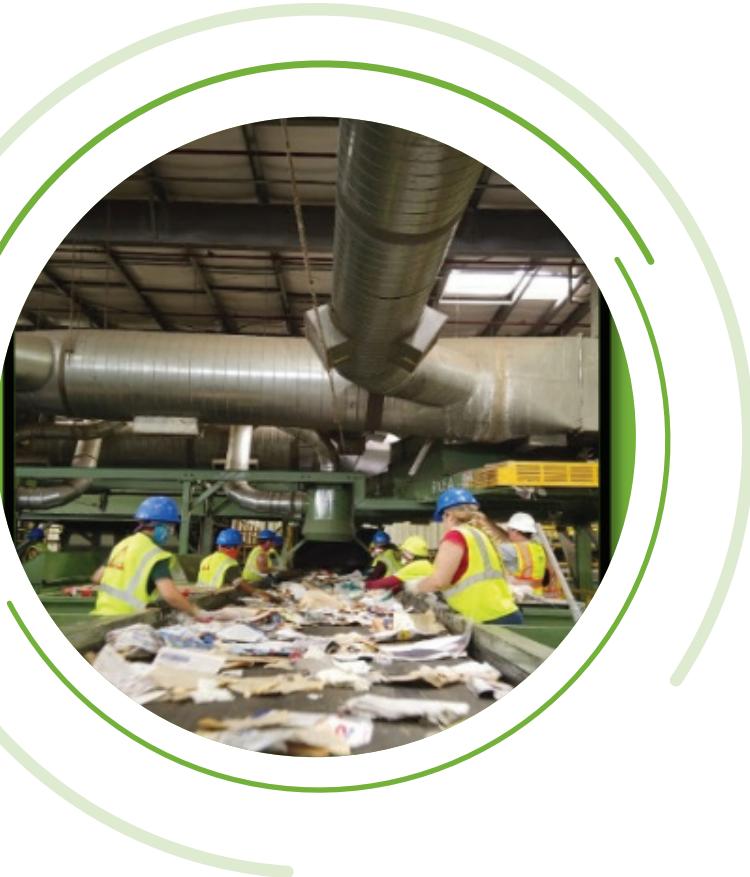
At the beginning of 2020, deployment of E-Learning classes for basic academy classes was initiated. Initially, five courses were created which was the equivalent of 12 hours of training. Since that time, six more courses have been developed which added 15 hours of training. Three courses are currently in development which add between 10-14 hours of online training. The future goal is to have more than 100 hours of traditional, in-person training available through the online platform for the basic academy courses. A mirrored E-Learning platform was also created in order to make these same classes available to recruit classes for other law enforcement agencies that use our training academy. To date, approximately 125 recruits have received training through the online platform.

The availability of online courses allows students to progress at their own pace, eliminates the need for instructors to travel to the academy, and ultimately provides more free time to conduct scenario-based training with recruits. Scenario-based training gives recruits more practical experience in situational encounters, teaching them to interact and appropriately deal with people, problem solve and use safe tactics. Each of these skills are valuable when becoming officers and engaging with the community.

By using the E-learning platform, officers are able to view these courses from laptops in their patrol vehicles while on the street and when time permits. **This allows for higher officer presence in the community and availability for assistance to the public.**

## WASTE AS A RESOURCE





## 2050 GOAL

**Phoenix will create zero waste through participation in the Circular Economy where recycled materials are repeatedly used in products, instead of using raw materials.**

### WASTE AS A RESOURCE (WR) GOALS

**Goal WR1:** Implement programs to reduce waste, increase the reuse, recycling and recovery of waste materials and promote social and economic value.

**Goal WR2:** Reduce GHG emissions resulting from the degradation of waste by capturing landfill gas and converting 100% of the methane (up to 1,500 SCFM) from the SR 85 landfill into renewable natural gas as a substitute for fossil natural gas. Have contract executed and facility constructed and operational by March 2023.

**Goal WR3:** Increase waste-diversion participation by all residents and businesses.

**Goal WR4:** Transition to green alternatives from environmentally hazardous materials.

**Goal WR5:** Expand brownfield redevelopment along the Rio Salado in Phoenix.

**Goal WR6:** Reduce GHG emissions from water and wastewater treatment by capturing biogas from treatment processes and increasing renewable sources of energy.



## ZERO WASTE

by 2050

PHOENIX  
**GREEN**



BUSINESS  
LEADER



# 108

businesses recognized  
(2021)



# 7,800 ACRES

Rio Reimagined  
project



# 36%

Residential  
Customer Waste Diversion  
Rate (2020)



# UP TO 55,000

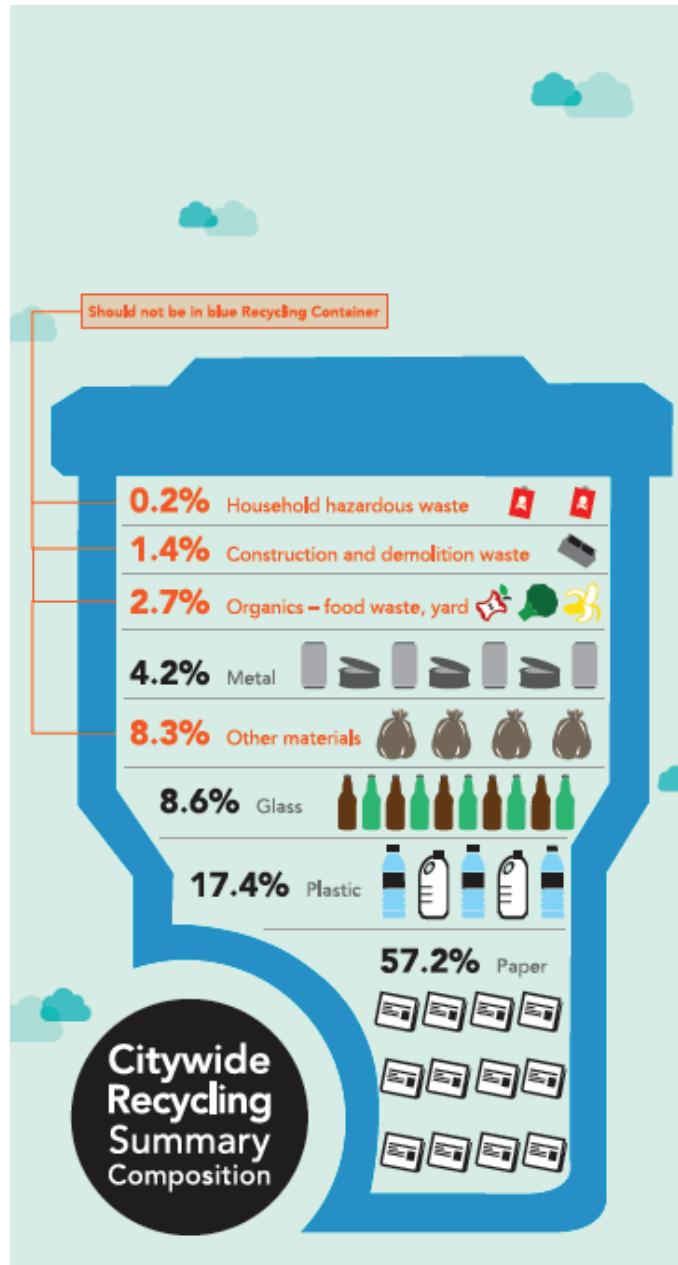
tons compost  
annual capacity



## BACKGROUND

Most residential and commercial waste ends up in landfills, left to decompose over decades, producing landfill gas that contains carbon dioxide and methane—a GHG 28 times more potent than carbon dioxide. The Phoenix Solid Waste utility processes approximately one million tons of solid waste each year. This waste, along with the waste already in the one open and five closed landfills managed by Phoenix, produced approximately 304,000 MT CO<sub>2</sub>eq in 2018—an amount equivalent to emissions from 65,700 cars. Technologies, such as methane gas capture systems, are used to decrease the amount of GHG gases released to the atmosphere, but ultimately, limiting the amount of waste that enters the landfills is the best way to reduce or eliminate GHG emissions from waste.

In 2016, the Phoenix City Council adopted 2050 sustainability goals, including an ambitious goal of zero waste by year 2050. A zero waste city strives to eliminate all discharges to land, water or air that threaten collective society and environmental health. Recycling, while a necessary component of any striving zero waste city, must be matched with other waste diversion methods such as composting, reduction and reuse to achieve zero waste. In addition, supporting development of the local circular economy, where waste is used as a new feedstock for production, is key.



2017-2018 City of Phoenix Residential Waste Characterization Study

## Local Government Leading the Way

In 2016, the Phoenix City Council adopted 2050 sustainability goals, including an ambitious goal of zero waste by year 2050. A zero waste city strives to eliminate all discharges to land, or air that threaten collective society and environmental health. Recycling, while a necessary component of any striving zero waste city, must be complimented with other waste diversion methods such as composting, reduction and reuse to achieve zero waste. In addition, supporting development of the local circular economy, where waste is used as a new feedstock for production, is key.



**Compost being processed at the 27th Avenue Composting Facility.**

Recycling was first implemented in Phoenix in 1989 as a pilot program. By the year 2000, all Phoenix single family residential households, the city's customer base, had access to recycling. Over the program's first 30 years, recycling has evolved as packaging and materials change. For example, the city no longer receives phonebooks, but now receives more cardboard than ever before. To ensure efficiency, recycling facilities must incorporate new technologies to meet the changes in material composition of the recycling stream to maximize the system's ability to recover material. In December 2019, Phoenix upgraded its north recycling facility which both improved the capture of recyclables and decreased contamination of the final commodity. The upgrade was made possible through a partnership with the city of Peoria and the Closed Loop Fund.

Recycling and composting right and finding alternative solutions for material recovery is crucial to mitigate waste-related climate impacts. For example, to provide an alternative recycling option for plastic bags, in 2007, the city collaborated with the Arizona Food Marketing Alliance and local grocery stores to implement Bag Central Station. The program allows residents to recycle plastic bags, dry cleaning bags, produce bags, and more at any grocery store or big retailer across the valley. The program has been widely successful in diverting plastic bags from ending up in household recycling, which is not currently an acceptable material. Phoenix regularly evaluates alternative solutions as many materials are considered a value-added resource if source separated by the appropriate engineering function and delivered to a specific end-market.

Recycling in Arizona is not mandatory. Regardless, Phoenix has achieved exceptional participation with at least 90% of its households voluntarily participating in the recycling program. Although, much can be done to advance education around what is acceptable in this program (contamination reduction).

Since education is critical in preventing contamination in household recycling, in late 2019, the city of Phoenix collaborated with eleven cities in the Phoenix metro area to launch a unified marketing effort for recycling education using the ReCollect Waste Wizard. The Wizard is a web-based search engine that allows residents to look up a material to see how to properly recycle or dispose of it. To date, ten of the eleven cities, including Phoenix, have been added into the Wizard. The goal of the program is to standardize recycling education across the Valley.

While Phoenix can offer recycling to single-family households, per a city ordinance, both businesses and multi-family complexes must receive trash and recycling services from a private hauler. In many cases, businesses and complexes may not have recycling, whether due to added costs or lack of dedicated space or capacity. In response to this, Phoenix worked with the Arizona Multi-Housing Association to create an ordinance requiring that new multi-family housing build in dedicated capacity for recycling to encourage these complexes to add recycling service. In addition, Phoenix distributed numerous Eco-stations, large recycling dumpsters often found in city parks, to offer a recycling option for

residents who do not have access to recycling through their multifamily complex. In 2017, the city implemented the Phoenix Green Business program to recognize businesses that take initiatives on sustainability including their waste diversion practices.

Composting was first piloted in Phoenix in 2013, although the city has been managing a chip and grind operation since 1995. The pilot composting program was possible through a small-scale processing facility, and in 2017, the city opened its first industrial composting facility. **The 27th Avenue Compost Facility is the first solid waste infrastructure project in the United States, and the first in Arizona, to earn an Envision recognition from the Institute for Sustainable Infrastructure.**<sup>59</sup> The facility can currently process up to 55,000 tons of organics per year, and with further assessment and funding to support infrastructure, the potential to scale the facility to improve capture is feasible. The city's waste characterization studies have revealed that over 40% of what is placed in the trash container is compostable material. When sent to the landfill, compostable material anaerobically breaks down producing methane gas, which is a contributor to greenhouse gas emissions. In addition, studies have shown that the lack of air in a landfill prevents true decomposition, thereby mummifying even organic materials like food. The compost facility is crucial in diverting organic waste from the landfill.

Since methane gas has a higher global warming potential than carbon dioxide, the City's State Route 85 Landfill has implemented a rigorous methane capture system to reduce emissions from the landfill. Methane is currently flared but plans for the future include reusing methane for renewable fuel.

Since 2013, Phoenix has been a pioneer city in the United States in developing a local circular economy, which is crucial in fostering local businesses and decreasing reliance of exporting materials outside of Arizona (local material accountability). To encourage this type of innovative culture, Phoenix has designated 50 acres of city-owned land adjacent to its 27th Avenue Transfer Station as the Resource Innovation Campus (RIC), a home for valuable public-private partnerships through land leases, infrastructure support and access to the city's waste stream and feed stock. The idea behind the RIC is that it serves as a gathering place for collaboration and solutions that can increase the diversion and conversion of waste locally in Phoenix. It is also where waste-to-product projects and other waste reduction ideas can be nurtured and developed. Lastly, the RIC is a hub for innovators building Phoenix's circular economy and generating sustainable economic development. The RIC creates the ability for local feedstock to be transformed into new products without the need for costly transportation and international reliance when it comes to remanufacturing.

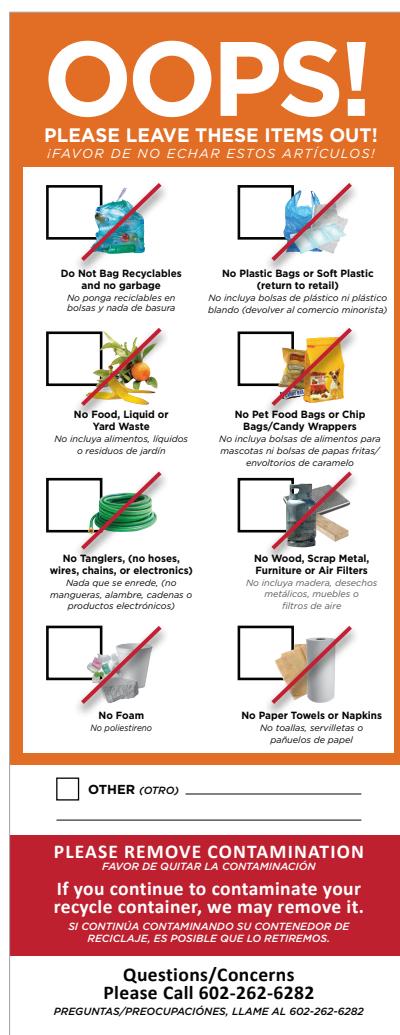


**Resource Innovation Center**

## KEY ACHIEVEMENT

### Oops/Shine On Program

The Phoenix Public Works Department implemented a new recycling program that gives residential customers individualized feedback on what can and cannot be recycled. The city launched a pilot program with 1,200 households in southeast Phoenix with historically high contamination. The city monitors data from each recycling route to determine which neighborhoods have the highest contamination rates. At the beginning of the program, about 72% of residential customers had recycling contamination and received an “Oops” tag. At the end of the program, five weeks later, 73% of residential customers received “Shine on” tags. Recycling contamination significantly impacts the success of a recycling program and contaminated materials end up in the landfill. Phoenix has an average recycling contamination rate of 30%. Unclean food containers, lawn clippings, old clothes, wooden items and greasy pizza boxes cannot be recycled, yet people regularly put these items in their recycling bins. Other non-recyclables, such as plastic bags and wrappings, can cause mechanical malfunctions that slow down the sorting process.



## GOAL 1

*Implement programs to reduce waste, increase the reuse, recycling and recovery of waste materials and promote social and economic value.*

## TARGET 1

To be determined

## BASELINE

To be determined

WR1.1

*Quickstart Actions*

### **Reuse recycled asphalt in street pavement pilot program.**

The Reclaimed Asphalt Pavement (RAP) Project is assessing the cost effectiveness and performance using different proportions of RAP on Phoenix streets as part of traditional paving materials. Phase II was recently completed, which involved performance tests on a road section within the city. If the pilot is successful, this process will be applied on many city streets.

**CITY LEAD //** Street Transportation

**PARTNERSHIPS //** Public Works, Arizona State University

**TIMEFRAME //** Short Term



**Continue to identify and collect waste materials to recycle**

Programs are in place to recycle used fluorescent lamps, tires, batteries and steel, which can generate revenue. In fiscal year 2019-2020, 27,343 tires and 10,350 batteries were recycled. Approximately 1,100 tons of steel is recycled annually.

**CITY LEAD //** Public Works

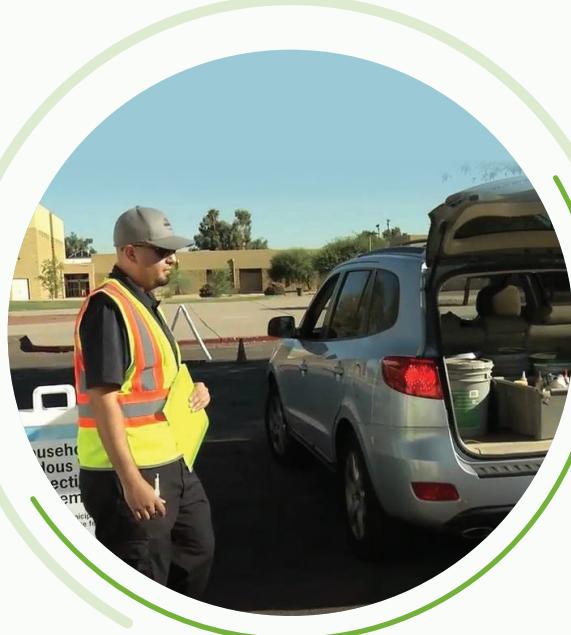
**PARTNERSHIPS //**

**TIMEFRAME //** Long Term

## Household Hazardous Waste

For over 30 years, the city of Phoenix has offered a program for the recycling and proper disposal of Household Hazardous Waste (HHW) with the goal of; protecting human health and the environment, preventing operational hazards and increasing the diversion of hazardous waste materials from the city's landfill. Historically, the city has offered event-style collection of household hazardous waste items. However, in March 2020, due to the Covid-19 health pandemic and related safety concerns, the Phoenix Public Works Department (PWD) transitioned from its traditional event-style collections to a singular more socially distant HHW option, vendor drop-offs. With City Council approval, in January 2021, the city kicked off its pilot HHW home collection program and within days received over 1,000 service requests from its residents.

For more information, go to  
[www.phoenix.gov/hhw](http://www.phoenix.gov/hhw)



**Household Hazardous Waste Collection Event**

**WR1.3***Ongoing Actions***Continue to implement reuse programs to eliminate waste by reusing items previously identified as waste.**

Waste materials are identified and collected for reuse. The Make Ready program reuses auto parts reducing waste sent to the landfill and saving over \$120,000 in fiscal year 2019-2020.

**CITY LEAD //** Public Works**PARTNERSHIPS //****TIMEFRAME //** Long Term**WR1.4***Ongoing Actions***Continue to implement waste reduction programs at the two material recovery facilities, including a composting facility that recovers organic waste.**

Material recovery facilities (MRFs) are specialized facilities that receive, separate, and prepare recyclable materials for sale. Phoenix has two MRFs, one at the North Gateway Transfer Station and one at the 27th Avenue Transfer Station. The city's composting facility was opened in 2017. Phoenix processes roughly 169,000 tons of recyclables and 55,000 tons of organic waste per year at these facilities.

**CITY LEAD //** Public Works**PARTNERSHIPS //****TIMEFRAME //** Long Term**WR1.5***Ongoing Actions***Use the Adaptive Reuse Program to continue to assist with streamlining the process and steps required to repurpose existing buildings for new business uses.**

Repurposing existing buildings for new uses can be challenging. Phoenix's Adaptive Reuse Program encourages the reuse (recycling) of buildings to promote business uses and offers incentives that help bring life to underutilized buildings, supports local businesses, takes advantage of existing infrastructure and supports our neighborhoods. During the past five years, the city of Phoenix has assisted 151 qualified adaptive reuse projects by providing over \$450,000 in Adaptive Reuse Incentives.

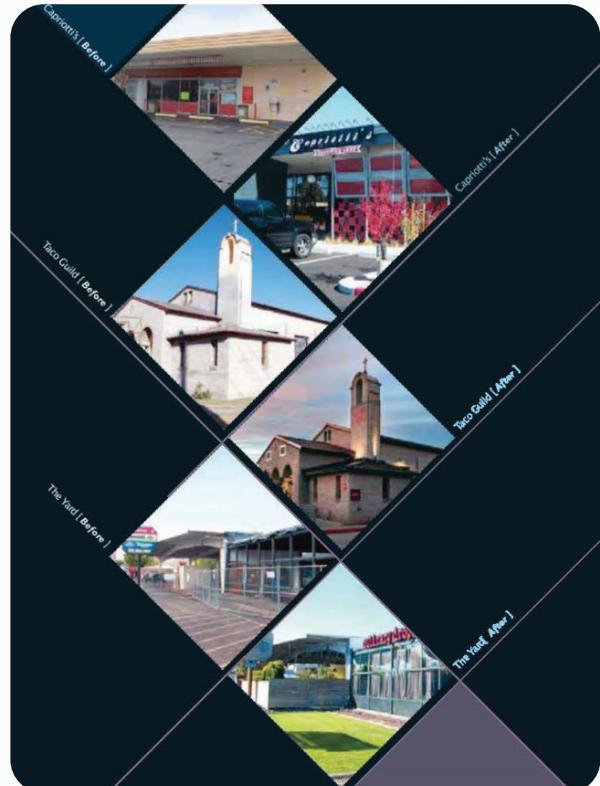
**CITY LEAD //** Planning and Development**PARTNERSHIPS //****TIMEFRAME //** Long Term

# Adaptive Reuse

The city of Phoenix works on repurposing and reusing existing buildings citywide through the Adaptive Reuse Program. The city of Phoenix's Adaptive Reuse Program was created in 2008 to assist with streamlining the process and steps required to repurpose existing buildings for new business uses.

**Program Creation:** A task force consisting of community and business leaders and representatives from various arts organizations helped the city of Phoenix review existing codes and identify ways to streamline processes, relax code requirements for new development, utilize existing infrastructure and provide business opportunities by repurposing and reusing existing buildings without compromising public safety. The task force identified about 30 policy areas to assist and support the Adaptive Reuse Program. Some of the most popular policy areas include providing regulatory relief (not requiring all of the regulations associated with new build projects), providing projects with a designated point-of-contact (a designated staff member from the Office of Customer Advocacy is assigned to each project), focusing on speed-to-market opportunities (streamlining measures are in place to help businesses open their doors sooner) and providing financial incentives (qualifying projects can benefit from up to \$7,000 in incentives to cover expenses such as plan review and inspection fees).

**Program Impact:** During the past five years, the city of Phoenix has assisted 151 qualified adaptive reuse projects by providing over \$450,000 in Adaptive Reuse Incentives.



**Repurposing existing buildings for new uses can be challenging. Phoenix's Adaptive Reuse Program encourages the reuse (recycling) of buildings to promote business uses and offers incentives that help bring life to underutilized buildings, supports local businesses, takes advantage of existing infrastructure and supports our neighborhoods.**

## Clean Construction

As part of **Goal WR1**, the city of Phoenix has undertaken several actions which include:

- adoption of a goal for requiring net-positive new construction in terms of both energy and materials by 2050
- adoption of the goal to become a carbon neutral city operating on 100% clean energy
- adoption of the most current energy-efficiency standards of the 2018 International Energy Conservation Code
- adoption of the 2018 International Plumbing Code which incorporates water-conserving plumbing fixtures and systems
- voluntary compliance with the 2012 Phoenix Green Construction Code which incorporates standards to reduce embodied carbon emissions
- streamlining of the permitting process for solar photovoltaic systems
- approval of the Sonoran Studio—the city's first project to meet the Living Building Challenge
- adoption of an Adaptive Reuse Ordinance with financial incentives to promote the repurposing of existing building stock to keep Demolition and Construction materials out of the waste stream

Additionally, the city of Phoenix is working to expand our commitments to clean construction, energy efficiency and reduced emissions through the following actions:

- work with providers of embodied carbon calculators (such as Athena and EC3) to develop calculators applicable to our climate zone and to test those tools on a sample of the building stock
- establish a working group to discuss incentives for developers to utilize embodied carbon calculators, comply with the green construction code and expand adaptive reuse of existing buildings
- work with stakeholders to develop the following recommendations for Council consideration:
  - to adopt the enhanced energy and water-conservation standards of the 2021 International Energy Conservation Code and the 2021 International Plumbing Code
  - allow voluntary compliance with the 2021 Green Construction Code
  - creation and adoption of an Electric Vehicle Charging Station infrastructure ordinance

## GOAL 2

Reduce GHG emissions resulting from the degradation of waste by capturing landfill gas and converting 100% of the methane (up to 1,500 SCFM) from the SR 85 landfill into renewable natural gas as a substitute for fossil natural gas. Have contract executed and facility constructed and operational by March 2023.

WR2.1

*Quickstart Actions*

### Capture and reuse methane as vehicle fuel as part of the Landfill Gas Recovery Project at SR-85 Landfill.

State Route 85 (SR-85) Landfill is Phoenix's only active landfill and receives over one million tons of waste per year from Phoenix and other sources. The waste decomposes and produces landfill gas that is roughly half methane and half carbon dioxide. A project will be developed in the future to capture the landfill gas and use it as fuel.

**CITY LEAD //** Public Works

**PARTNERSHIPS //**

**TIMEFRAME //** Short Term



## TARGET 2

To be determined

WR2.2

*Ongoing Actions*

### Continue to utilize methane capture systems on active and decommissioned landfills to oxidize methane that is produced to reduce GHG emissions potential.

Landfill gas capture systems are utilized at SR-85, the city's only active landfill, and decommissioned landfills, including Skunk Creek, 27th Avenue, Deer Valley, 19th Avenue, and Del Rio landfills. These systems capture methane gas that is produced by decomposing waste and is combusted to produce a less GHG intensive gas.

**CITY LEAD //** Public Works

**PARTNERSHIPS //**

**TIMEFRAME //** Short Term

## BASELINE

75% of methane collected and flared

## GOAL 3

*Increase waste-diversion participation by all residents and businesses.*

## TARGET 3

100%

## BASELINE

36% in 2020  
for residential customers

### WR3.1

### Ongoing Actions

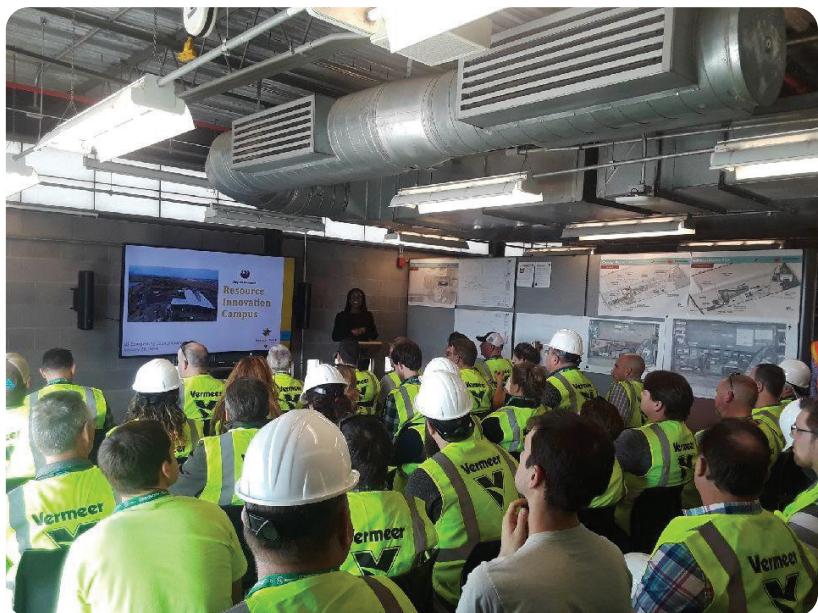
**Provide outreach and feedback to residents what can and cannot be recycled through presentations to schools and communities.**

The Zero Waste team provides education on proper recycling, including group tours of the city's North Gateway Transfer Station and MRF, educational presentations to schools, neighborhood and community meetings, and hosting informational booths at community events. In 2019, the Public Works Zero Waste team interacted with approximately 23,500 community members. In 2020, the Zero Waste team extended its reach through digital efforts including the creation of Recycle+, the transition to virtual presentations, and the development of more online resource documents. These digital practices will continue to provide residents additional access to the team.

**CITY LEAD //** Public Works

**PARTNERSHIPS //**

**TIMEFRAME //** Short Term



Compost Council Tour at the Resource Innovation Campus

**WR3.2****Pending Actions****Increase organic diversion from the landfill.**

Waste diversion efforts include diversion of organic materials. Through the Green Organics Residential Collection program, organic material, like yard trimmings, untreated wood, tree fruit, and cactus, is collected from residential properties. Additional material is collected directly by the transfer stations. Program goals include establishing value in the local compost market by manufacturing a high-quality compost, reducing environmental and climate impacts from landfilling, and creating more community awareness around organic commodities and waste.

**CITY LEAD //** Public Works

**PARTNERSHIPS //**

**TIMEFRAME //** Short Term

## Eco-stations

The Public Works Customer Engagement Services (CES) division has strategically placed large roll off dumpsters in city-owned parks and near clusters of multifamily housing complexes. Eco-stations are wrapped with visual aids and literature on what is acceptable in Phoenix's recycling program to further reduce contamination of recyclable materials and provide community education. The goal is to increase recyclables captured, the city's landfill diversion rate and provide convenient access to residents and businesses that do not have other recycling options readily available. Phoenix multifamily residents and businesses are encouraged to use Eco-stations to place their recyclables in at any time at no cost.



**Eco-station**

**Increase number of businesses that participate in the Phoenix Green Business Leader Program that recognizes Phoenix businesses that have sustainable practices, including increased waste diversion.**

The Green Business Leader (GBL) program started in 2017 to create public-private partnerships to further waste diversion in the city. In 2019, the GBL program expanded to recognize businesses for efforts around water conservation, energy efficiency and sustainable purchasing, in addition to waste diversion. There are more than 100 certified Green Businesses.

**CITY LEAD //** Public Works

**PARTNERSHIPS //** Office of Sustainability, Office of Environmental Programs, Water Services

**TIMEFRAME //** Short Term

## Green Business Leader Program

The Phoenix Green Business Leader Program, initiated in 2017 by the Public Works Department, recognizes Phoenix businesses that are passionate about sustainability. The program initially focused on waste diversion-related activities such as recycling or composting. To improve the program and provide additional value to Phoenix businesses, the Public Works Department partnered with the Water Services Department, the Office of Sustainability, and the Office of Environmental Programs in 2019 to expand the GBL program to recognize businesses for efforts around water conservation, energy efficiency and sustainable purchasing, in addition to waste diversion. The expansion also includes a three-tiered certification system of green, gold or platinum level, depending on the number of sustainable actions a business achieves within their business practices.



### Number of Certified Green Businesses: 108 (2021)

- 47 Platinum Certifications
- 17 Gold Certifications
- 44 Green Certifications

**The city launched the Diversion Tracking Tool in mid-2018 which measures waste diversion related to Green Businesses. The cumulative tonnage from 14 of the 108 that record their tonnage:**

- 5,400 tons recycled
- 13 tons composted
- 92 tons donated

**WR3.4***Pending Actions***Increase number of businesses that participate in the “green tenant” program at Sky Harbor International Airport.**

As part of the Aviation Department Sustainability Management Plan Update, a voluntary “Green Tenant” program is being developed to encourage greater collaboration between the Aviation Department and airport tenants on airport sustainability goals. The Aviation Department met the waste diversion goal of 40% in 2019, a year earlier than targeted.

**CITY LEAD //** Aviation**PARTNERSHIPS //** Airport Tenants**TIMEFRAME //** Short Term**WR3.5***Pending Actions***Increase the number of existing buildings that are repurposed instead of demolished.**

In addition to reuse of materials, it is important to reuse buildings through the Adaptive Reuse Ordinance where existing buildings are repurposed. There are eleven adaptive reuse projects underway in Eastlake-Garfield, four in Midtown, nine in Uptown, and two in Gateway.

**CITY LEAD //** Planning and Development**PARTNERSHIPS //****TIMEFRAME //** Long Term

## GOAL 4

*Transition to green alternatives from environmentally hazardous materials.*

WR4.1

*Ongoing Actions*

**Continue using vegetable-based inks that are formulated to reduce solvents.**

Volatile organic compounds are chemicals that evaporate quickly and are precursors to ozone. One way to limit their use is to transition to vegetable-based inks that are formulated to minimize and, in some cases, eliminate the use of volatile organic compounds as much as possible. The City Clerk Department Print Services Section currently uses vegetable-based inks.

**CITY LEAD //** City Clerk

**PARTNERSHIPS //** State of Arizona

**TIMEFRAME //** Short Term

## TARGET 4

To be determined

WR4.2

*Ongoing Actions*

**Use digital communication or recycled paper when possible.**

To decrease the production of waste from paper-based transactions and communications, digital communications will replace paper-based communications. If paper is still necessary, the paper that is used should contain recycled content. City operations has recently transitioned to the use of 100% recycled paper.

**CITY LEAD //** Communications, City Clerk, Human Resources

**PARTNERSHIPS //**

**TIMEFRAME //** Short Term

## BASELINE

To be determined

### Update Sustainable Purchasing Policy to be applicable city-wide in future city contracts.

The Sustainable Purchasing Policy was created to integrate contract provisions for more sustainable products and services and to consider the best value considering price, performance, and environmental characteristics over the lifecycle of the product or service. Currently, special terms and conditions exist for the Office of Environmental Programs regarding air quality, energy star/energy efficiency, environmentally-preferred products, hazardous materials, recovered materials, etc. These terms and conditions need to be updated to reflect current city environmental policy and then rolled-out citywide to procurement templates, barring conflicts with already existing regulations, so all departments and their respective vendors can more readily select, incorporate, and enforce them when applicable to their solicitations.

**CITY LEAD //** Office of Environmental Programs

**PARTNERSHIPS //** Finance

**TIMEFRAME //** Short Term

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## Transition from Primarily Paper-Based to Electronic Delivery

The City Clerk Department has focused on eliminating paper-based workflows wherever possible and implemented methods of engaging and servicing customers more efficiently with environmentally friendly service delivery methods. In December 2012, the City Clerk Department implemented a Campaign Finance e-filing system that allows candidates and Political Action Committees to submit campaign finance reports online. Starting in November 2020, electronic delivery of information and other tools were implemented for city elections. For the candidate nomination petition process, the City Clerk Department offered candidate packet information online. This is more cost effective and provides candidates and other interested parties access to the most up-to-date information daily. Additionally, in May 2020 the City Clerk Department increased resources for candidates and voters through a partnership with the Secretary of State's Office (SOS). The City Clerk Department worked with the SOS to modify the SOS's E-QUAL (electronic candidate nomination petition system) for use by local jurisdictions for the first time. This system allows candidates to collect the required nomination signatures online minimizing the need for distribution of paper nomination petitions in person. More recently, the City Clerk Department in conjunction with ITS implemented a new eComments and Request to Speak system that allows residents to provide comments and submit requests to speak on Council agenda items electronically, giving them an alternative to in-person participation at Council meetings. This system not only minimizes the environmental impact of the need for physical appearance at City Council Meetings, it also offers an additional opportunity to enhance citizen engagement in public meetings. Additionally, and working with ITS, the City Clerk Department implemented the ability to accept contracts and other documents electronically using Adobe Sign or similar software to obtain electronic signatures. Implementation of this electronic process minimizes the strain on natural resources by decreasing the use of paper, ink printers and other resources thereby minimizing the overall environmental impact and making the document routing process more efficient and economical. The City Clerk Department's commitment to offering electronic services allows the Department to provide services to more customers in an efficient manner while continuing to meet and sustain environmental goals.

## GOAL 5

Expand brownfield redevelopment along the Rio Salado in Phoenix.

WR5.1

*Pending Actions*

**Increase the cleanup and redevelopment of brownfields in the Rio Reimagined Project area.**

The Rio Reimagined Project encompasses more than 78,000 acres and 1,189 potential brownfields. Cleaning up and reuse of these properties brings community, economic, and environmental benefits. The Rio Salado, Agua Fria and Gila Rivers will be revitalized by reconnecting the community with the river and be a catalyst for economic growth. Utilize resources obtained through a U.S. EPA grants to conduct environmental assessments and cleanup.

**CITY LEAD** // Office of Environmental Programs, Community and Economic Development

**PARTNERSHIPS** // U.S. EPA, ADEQ, ASU, Cities of Avondale, Buckeye, Mesa, and Tempe

**TIMEFRAME** // Medium Term

## TARGET 5

To be determined

## BASELINE

1,189 potential brownfields





## Rio Salado Habitat Restoration Area

The Rio Salado Habitat Restoration Project is 40 years in the making and the first of its kind in the desert southwest. Phoenix Rio Salado is a community-inspired plan to restore part of the once-flowing Salt River from a blighted corridor into an environmental and recreational amenity for the community. Phoenix Rio Salado is a 595-acre area located two miles south of downtown Phoenix and north of South Mountain Park near Central Avenue at the Salt River. Thousands of residents and many government agencies, including city of Phoenix's Parks and Recreation Department, Water Services Department, and the Office of Environmental Programs in partnership with the U.S. Army Corps of Engineers, and Maricopa County Flood Control, were involved with shaping and funding this habitat resource that spans five miles in length from 19th Avenue to 24th Street. The landscape incorporates lush marshy wetlands of which 90% of these types of habitats have been lost in Arizona since the 1900's, native cottonwood and varieties of willows, which are among North America's rarest forest type and Mesquite woodlands or bosques as they are referred to, are the fourth rarest plant community of 104 types identified in the United States other native-desert plants. All plant material was contract grown and required seed collection of within a 1/2 mile of the Salt River to ensure a true seed source to restore the environment of Rio Salado. The National Audubon Society's Nina Mason Pulliam Rio Salado Audubon Center makes conservation action accessible to everyone by providing useful information about sustainable living and on-the-ground activities for all to participate. The Rio Reimagined Project will revitalize the Rio Salado (Salt River), Aqua Fria and Gila Rivers, and the region by transforming over 45 miles of the river stretching from the Salt River Pima Maricopa Indian Community at the eastern most boundary to the city of Buckeye to the west and encompassing more than 78,000 acres.

## Brownfields Land Recycling Program

**Brownfields** is a term used to describe real estate that is contaminated or perceived to be contaminated by hazardous substances or petroleum in soil or groundwater. The complexity and cost of cleanup creates an obstacle to redevelopment or reuse of the property. Brownfields examples include closed landfills, abandoned gas stations, old manufacturing facilities, and former dry cleaning facilities. The cleanup and redevelopment of brownfields brings many economic development benefits to a community.



**Del Rio Area Brownfields Plan's boundary map.**

The Phoenix Brownfields Land Recycling Program provides financial and technical assistance for brownfields cleanup and redevelopment city-wide through the Office of Environmental Programs and the Community and Economic Development Department. To date, more than \$330 million in private investment has restored more than 320 acres of previously contaminated and has created or maintained approximately 3,000 jobs. In 2020, the city of Phoenix received a \$600,000 Brownfields Assessment Coalition grant for the Rio Reimagined Project with the cities of Avondale, Tempe, and ASU. The target area for the grant is within 1.0 mile of the Salt River (Rio Salado), Agua Fria and Gila Rivers within the cities of Tempe, Phoenix and Avondale, Arizona.

## GOAL 6

*Reduce GHG emissions from water and wastewater treatment by capturing biogas from treatment processes and increasing renewable sources of energy.*

## TARGET 6

To be determined

## BASELINE

10,199 MT  
CO<sub>2</sub> eq (2018)

### WR6.1

#### Pending Actions

**Identify water and wastewater facilities where biogas can be treated, transferred and sold as a renewable green energy commodity. Investigate other opportunities for biogas capture.**

Renewable energy projects provide biological sources of natural gas, which can displace natural gas from fossil fuel sources. Biogas that is produced as a result of treatment at the wastewater treatment plants contains methane. As part of the city's pledge to be a sustainable and cost-effective utility, a renewable energy project at 91st Avenue Wastewater Treatment Plant treats, transfers and sells biogas as a renewable green energy commodity. The city will investigate other opportunities for biogas capture at other water and wastewater treatment facilities.

**CITY LEAD** // Water Services

**PARTNERSHIPS** // Ameresco, Inc.

**TIMEFRAME** // Short Term





City of Phoenix



## PHOENIX RESILIENCE

### Financial Sustainability Initiatives

The city of Phoenix manages nearly \$2.3 billion to cover its financial responsibilities and invests these funds in compliance with all state and federal regulations as well as the city's Investment Policy. The current Investment Policy includes:

- Safeguarding public funds;
- Ensuring liquidity necessary to support city operations and capital programs; and,
- Earning a rate of return.

In accordance with the city's Investment Policy, the city has invested \$38 million in green bonds backed by either Federal National Mortgage Association or Federal Home Loan Mortgage Corp, both Government Sponsored Enterprises. Currently the city of Phoenix does not have any investments in fossil fuel companies. The city is actively monitoring green bond opportunities that meet the criteria stated in the Investment Policy. In 2019, the city developed one of the nation's first Green and Sustainability Bond Frameworks to attract new investors interested in supporting sustainable infrastructure. The city's first issuance of Sustainability Bonds in 2020 of \$127M for water infrastructure was four times oversubscribed and a success in the marketplace.

A photograph of a desert landscape featuring several tall Saguaro cacti. In the foreground, a large, multi-branched Saguaro stands prominently. The ground is covered with green grass and smaller desert shrubs. In the background, there are rolling hills and more cacti under a clear, bright blue sky.

## AIR QUALITY



## AIR QUALITY (AQ) GOALS

**Goal AQ1:** Meet U.S. EPA National Ambient Air Quality Standards (NAAQS).

### 2050 GOAL

Phoenix will achieve a level of air quality that is healthy for humans and the environment. Air quality will meet U.S. EPA National Ambient Air Quality Standards (NAAQS) and World Health Organization (WHO) standards, and will achieve a visibility index of good or excellent on 90% of days or more.



# C40

## CLEAN AIR CITIES DECLARATION

Signatory City



# 24

Air quality monitors throughout Maricopa County

# 4

World Health Organization Standards  
(Ground-level Ozone, Particulate Matter, Nitrogen Dioxide, and Sulfur Dioxide.)<sup>60</sup>



# PM10

Dust particulate matter with a diameter of 10 microns or less



# PM2.5

Smoke particulate matter with a diameter of 2.5 microns or less

# 6

U.S. EPA Criteria Pollutants

(Carbon Monoxide, Lead, ground-level Ozone, Particulate Matter, Nitrogen Dioxide, and Sulfur Dioxide.)<sup>61</sup>



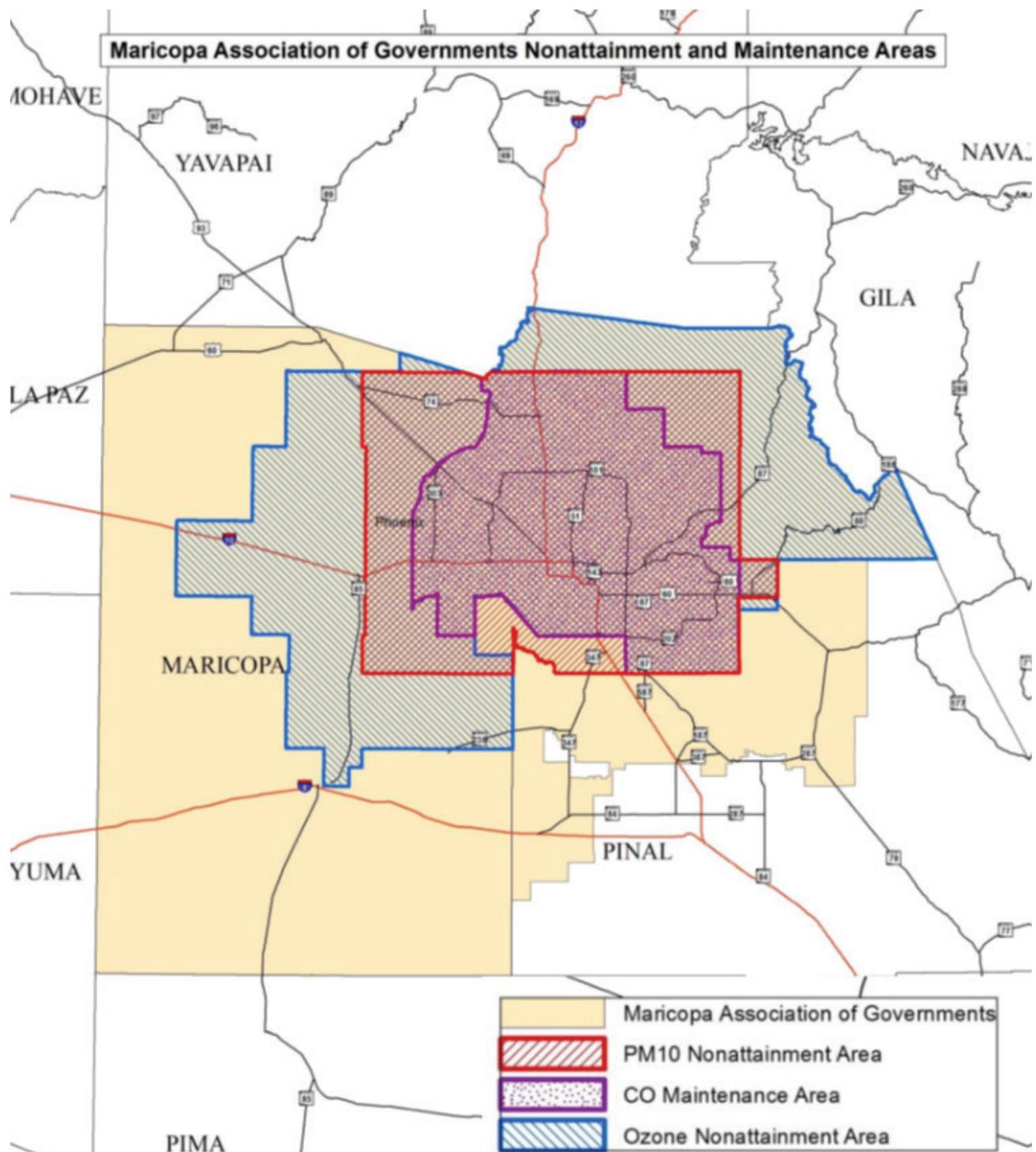
## BACKGROUND

Poor air quality impacts every resident in the city of Phoenix. The federal Clean Air Act (CAA) requires Arizona to create a state implementation plan (SIP) aimed at meeting National Ambient Air Quality Standards (NAAQS) that include the following six criteria pollutants: carbon monoxide, ozone, particulate matter with a diameter smaller than 10 micrometers (PM-10) and with a diameter smaller than 2.5 micrometers (PM-2.5), lead, nitrogen dioxide, and sulfur dioxide.

These air quality standards must be met within the Maricopa Nonattainment Area, which includes the city of Phoenix. Of course, air is not contained by city limits so actions directed at improving air quality must be considered at a regional level. Phoenix partners with other governmental entities, including Maricopa County Air Quality Department (MCAQD), Arizona Department of Environmental Quality (ADEQ), and Maricopa Association of Governments (MAG) to work toward meeting these standards.

In 2021, Phoenix became a Signatory City of the C40 Clean Air Cities Declaration. Within two years, Phoenix will establish baseline levels and set ambitious reduction targets for air pollutants that meet national commitments. As a C40 City, Phoenix meets the World Health Organization (WHO) air quality standards for nitrogen dioxide and sulfur dioxide, and will work toward meeting the standards for particulate matter and ozone. This will be done by including relevant top pollution-reducing actions into the plan, which includes expanding public transit, increasing active transport options, modeling air pollution reduction as a result of actions, and monitoring air quality. As part of the Declaration, new substantive policies and programs will be implemented by 2025 to address the top causes of air pollution (particulate matter and ozone) emissions within Phoenix and under Phoenix's control. Progress will be reported annually on improvements in air quality relative to the targets that are set.

The greater Phoenix area is currently designated as Moderate Non-attainment for ozone, and likely to be redesignated to Serious Non-attainment in 2024. Despite reduced traffic due to the pandemic in 2020, ozone still exceeded regulatory levels. The area also is designated as Serious Non-attainment for PM-10 (dust) and is experiencing increasing levels for PM-2.5 (soot) that could potentially result in the region's status changed to Non-attainment for PM-2.5. As the classification becomes more severe, the Clean Air Act requirements become more stringent and costly. Failure to meet the standard by established deadlines has economic repercussions.



Maricopa County Nonattainment Map

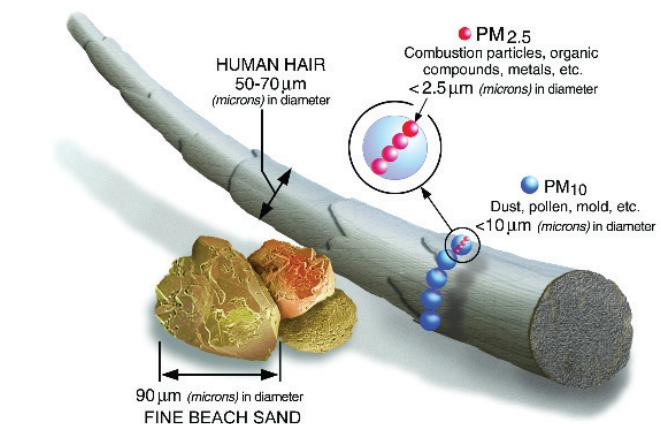
## Local Government Leading the Way

Ozone is a harmful air pollutant to both humans and the environment. Ozone is formed when nitrogen oxides and volatile organic compounds react with each other in sunlight. According to the Maricopa County Air Quality Department, the majority of nitrogen dioxide emissions comes from mobile sources, like cars and airplanes. Controlling and understanding the sources of these emissions is needed so that Phoenix can meet air quality standards. One of the programs Phoenix participates in is the U.S. Environmental Protection Agency's (EPA) national Cleaner Trucks Initiative, a program that aims to establish more stringent emissions standards to reduce nitrogen oxides and other pollutants from heavy-duty truck engines. Phoenix has been at the forefront of cleaner air initiatives, demonstrated by Public Works' commitment to replacing its fleet of diesel-engine solid waste trucks with CNG-fueled ones. In 2020, the Public Works Department was awarded \$1 million in Diesel Emissions Reduction Act (DERA) grants by EPA to replace some of the department's diesel-fueled trucks. The grant money will be combined with matching funds of \$2.1 million from Public Works and its private partner to purchase nine new solid waste collection trucks and one long-haul truck fueled by compressed natural gas to replace old, diesel-fueled vehicles.

Another harmful air pollutant is particulate matter that can be pollution from human activities or a result of a dust storm or wildfire. Particulate matter with a diameter of 10 micrometers or smaller (PM-10) is primarily composed of dust in Phoenix. Particulate matter with a diameter of 2.5 micrometers or smaller (PM-2.5) is primarily soot from burning activities, but also comes from vehicle exhaust. Both PM-10 and PM-2.5 are inhalable and can damage the respiratory system, with PM-2.5 posing a greater risk to health due to its small size. Efforts throughout the region continue to reduce formation of particulate matter. The largest sources of PM-10 are from roads, paved and unpaved. Much of the efforts to decrease PM-10 have been focused on stabilizing these surfaces and maintaining them with the use of street sweepers. In 2011, as part of MAG Five Percent Plan for PM-10, the city established a Dust Reduction Task Force that was specifically created to address particulate matter emissions throughout the city. Since then, the city has stabilized streets, lots and alleys, and conducted outreach activities to ensure that residents would become of methods to prevent the formation of dust. The city of Phoenix has paved over 7 miles of unpaved roads and paved or stabilized over 500 miles of alleys since 2012 as part of the Five Percent Plan.

City employees participate in Maricopa County's Travel Reduction Program with the goal to decrease travel taken in a single occupancy vehicle. In 2019, 25 million miles of commuting were reduced, preventing 143 tons of pollution, solely by city of Phoenix employees.

Continuing to address air quality concerns on a regional level is paramount. The city collaborates with various regional entities to focus on how best to reduce air pollutants throughout the metropolitan area, including the Maricopa Association of Governments, Maricopa County Air Quality Department, Arizona Department of Environmental Quality, and other valley municipalities.



**PM-10 and PM-2.5**



**Phoenix received a DERA grant to replace garbage trucks with cleaner burning engines.**

## KEY ACHIEVEMENT

### City of Phoenix Dust Reduction Task Force

In 2011, the city of Phoenix was experiencing high levels of particulate air pollution. This dust contributed to the infamous “brown cloud,” increased risk for individuals with respiratory diseases, and continued high levels would have led to a loss of billions of dollars in Federal funding for streets and highway projects needed throughout the region. To address this class of pollutants, the city manager established the Dust Reduction Task Force, which consisted of various city departments. The Task Force produced detailed maps of targeted areas, changes to city code for dust reduction, an enforcement strategy for the Code focused on education, dust awareness, response training for staff, and various multimedia items for outreach. An example of the work being conducted to reduce dust creation is seen in the before and after photographs of the surface stabilization on the shoulders of Broadway Avenue. Many residents use the shoulders of this street and the surface was stabilized to allow continued use by residents and limit the formation of dust. Due to the success of the Task Force, Maricopa Association of Governments has recognized Phoenix as a regional leader and the Task Force as a model for other cities in the region.



**Before and after of surface stabilization on the shoulders of Broadway Avenue.**

## GOAL 1

Meet U.S. EPA National Ambient Air Quality Standards (NAAQS).

AQ1.1

*Quickstart Actions*

**Establish air pollutant baseline levels and set reduction targets that meet NAAQS.**

These targets will put us on a path towards meeting World Health Organization Air Quality Guidelines for particulate matter, nitrogen dioxide, ozone, and sulfur dioxide. Phoenix already meets the Guidelines for nitrogen dioxide and sulfur dioxide.

**CITY LEAD** // Office of Environmental Programs

**PARTNERSHIPS** // Maricopa County Air Quality Department, Maricopa Association of Governments

**TIMEFRAME** // Short Term

## TARGET 1

U.S. NAAQS

AQ1.2

*Quickstart Actions*

**Implement new substantive policies and programs to address top causes of air pollution emissions within Phoenix and under Phoenix's control by 2025.**

Within five years, Phoenix will implement new substantive policies and programs to complement those policies and programs already in place. Some of these already exist and only need to be fully implemented, like the expansion of the public transit system, including light rail, and the creation of safe and accessible walkways and bike paths to commute. Many of the actions within the climate action plan will contribute to decreasing air pollution emissions throughout the city and region. New policies and programs may include increased air quality monitoring, financial incentives, and increased education and outreach.

**CITY LEAD** // Office of Environmental Programs

**PARTNERSHIPS** // Maricopa County Air Quality Department

**TIMEFRAME** // Short Term

## BASELINE

To be determined

**AQ1.3****Quickstart Actions**

**Publicly report annually on progress in reducing pollution levels relative to targets and achieving the commitments in the Clean Air Cities Declaration.**

Progress will be reported annually to C40 Clean Air Cities and be made available publicly.



**CITY LEAD //** Office of Environmental Programs

**PARTNERSHIPS //** Communications Office

**TIMEFRAME //** Short Term



## LOCAL FOOD SYSTEMS





# 2050 GOAL

Maintain a healthy, sustainable,  
equitable, and thriving local  
food system.

## LOCAL FOOD SYSTEMS (LFS) GOALS

**Goal LFS1:** All people living in Phoenix will have enough to eat and have access to affordable, healthy, local, and culturally appropriate food.

**Goal LFS2:** Businesses that produce, process, distribute, and sell local and healthy food will be recognized as integral to the economy and encouraged to grow and thrive in Phoenix.

**Goal LFS3:** Growing food in Phoenix and the region will be easy and valued, for personal or business use.

**Goal LFS4:** Food-related waste will be prevented, reused, or recycled via sustainable food production practices that maintain a healthy environment.

**Goal LFS5:** Develop food policies and actions that address local and global challenges posed by climate change, urbanization, political and economic crises, population growth and other factors.

# Food Access in Maricopa County



**14%**

Population that  
is food insecure  
(Maricopa County)



**21%**

Children who are  
food insecure  
(Maricopa County)



**29%**

Obesity rate  
(Maricopa County)



**10%**

Diabetes rate  
(Maricopa County)



**12%**

Households that  
receive SNAP  
(Maricopa County)



**\$1.80**

In total economic  
activity for every dollar  
in new SNAP benefits

Source: A Comprehensive Food Assessment for Maricopa County Summary Report, September 2019, by Maricopa County Food System Coalition

## On-Farm Agriculture in Maricopa County



**#1**

In Arizona for total value of  
Ag products sold, as well as for  
milk, poultry and egg sales



**2,293** farms share  
5% of all sales

**186** farms share  
95% of all sales



**#11**

In the nation for  
value of milk sales



**\$1.95B**

contributed to Maricopa County  
including direct, indirect and  
induced multiplier effects



**TOP 1%**

nationally among countries for  
vegetable, melon and potato  
crop production

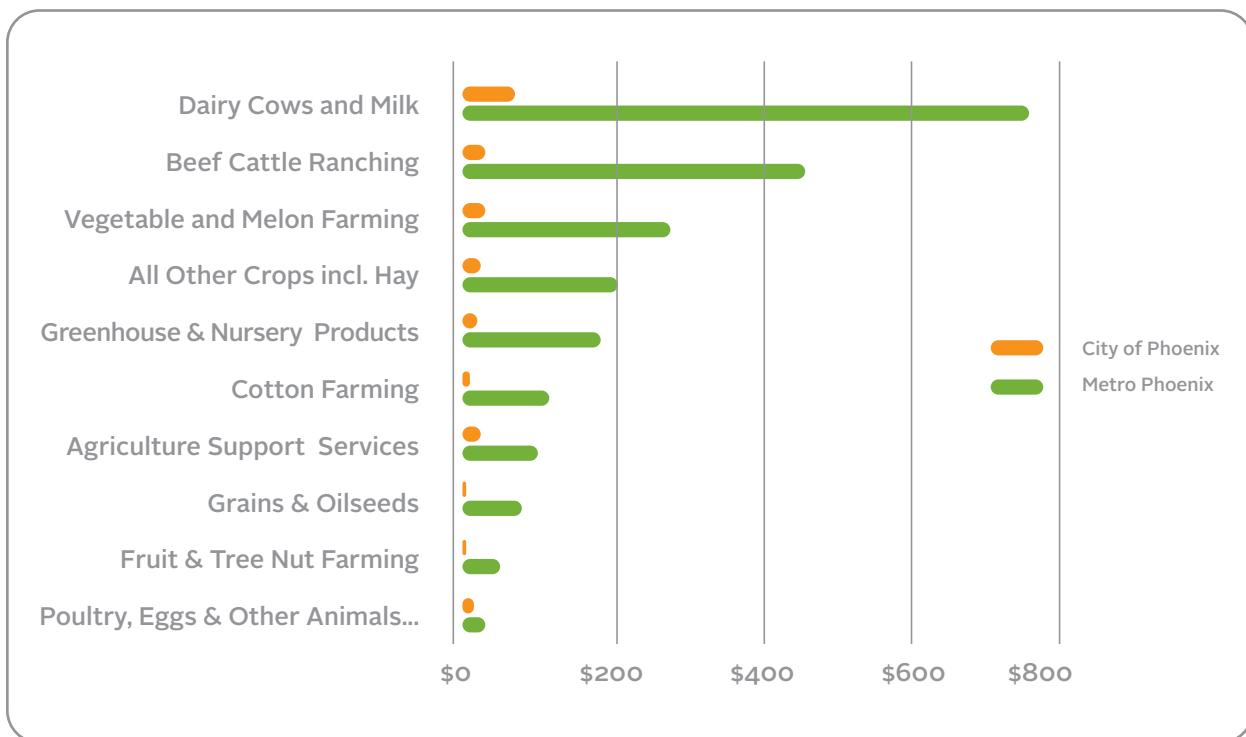


**1,495** or about 60% of farms  
are small (1 to 9 acres)

**868** or about 30% of farms  
reported less than  
\$1,000 in annual sales

## Direct Output by Industry - 2019

(million of dollars)



Source: USDA, Arizona 2019 Annual Bulletin; IMPLAN Group LLC; Applied Economics LLC.





## BACKGROUND

Phoenix residents approved a Healthy Food System goal in the city's general plan, PlanPHX, and was adopted in 2015 to promote the growth of a healthy, affordable, secure and sustainable food system that makes healthy food available to all Phoenix residents. In 2016, Phoenix City Council adopted the 2050 Environmental Sustainability Goals, including a Local Food System Goal to maintain a healthy, sustainable, equitable, and thriving local food system.

Healthy food is defined as food that is fresh, nutritious and grown without harming its producers or our environment.

The food system comprises of food from farm or producer to table or consumer. A healthy food system increases Phoenix resident's ability to access healthy, affordable food. A healthy food system contributes to economic growth, health, and community by:

- Encouraging consumers to grow their own food and providing opportunities for urban farmers to sell their food locally, blurring the lines among growers.
- Supporting all options for furthering access to healthy food including community gardens, urban farms, farmers markets, community supported agriculture, healthy food retailers, and new innovative means.
- Creating a strong community network of successful and culturally appropriate businesses that produce, process, cook, transport, and sell food with prevention of food loss and waste.

The goals and actions identified in the local food system section consider the impacts of drought and water use restrictions and encourage local food production that is sustainable, regenerative, water efficient, and grown in accordance with established regulations.

## Status of Local Food System

A common thread heard about food was that it is very important in terms of connection. Sharing food was a way to show love, and people also feel that food connects them to their community. Achievement of local food system goals results in reduced rates of hunger, obesity, and diet-related diseases through elimination of food deserts, increasing urban agriculture, and adopting zoning, land use guidelines, and other policies to improve the food system. A food desert as defined by the U.S. Department of Agriculture is an area without ready access to fresh, healthy and affordable food. Of the 55 food deserts in Maricopa County, there are 43 in Phoenix that encompass nearly half the Phoenix population.

The term food system is used to denote all processes and infrastructure involved in growing, harvesting, processing, packaging, distributing, marketing, consuming, and disposing of food and food-related items. It also includes all the needed inputs and all generated outputs, e.g. water, technology, and food waste. Local food systems are networks of food production and consumption operating wholly within a limited geographic area. They reduce food transportation and increase trust and social connectedness between producers and consumers. The more direct sales structure allows for farmers and producers to make more off their produce while consumers pay similar prices as with traditional food sales. Meanwhile, reduced transportation distances means less pollution and fossil fuel dependence. The city of Phoenix defines the geographic area of its local food system to be Maricopa County.

The city's Office of Environmental Programs (OEP), in partnership with the Maricopa County Food System Coalition (MarCo), received a grant from the Gila River Indian Community to complete a regional Community Food Assessment to understand the current state of the food system in Maricopa County. Major findings from the assessment:

- Agriculture and food influence major social, health and economic problems, as well as opportunities.
- Despite our agricultural capacity and national leadership, our food system is not working for many people in Maricopa County, especially low-income, ethnic minorities, seniors, and children.
- We face serious challenges in sustaining regional agriculture and community food, especially with regards to land, water and relationships.



## **Development of 2025 Phoenix Food Action Plan**

Phoenix has made a healthy food system a priority. In March 2020, Phoenix City Council supported this effort, and approved the 2025 Phoenix Food Action Plan (2025 FAP) that outlines short term goals, strategies and actions to achieve access to healthy food for everyone in Phoenix by 2050. As the actions outlined are implemented along with the collection of new data, technology improvements and continued collaboration with stakeholders, OEP expects to develop an updated plan in 2025-2026 that continues movement toward the 2050 goal.

### **PLAN DEVELOPMENT**

OEP convened an interdepartmental food action team to understand existing food system work across departments, to learn from external food system stakeholders, and to coordinate the development of a food action plan. OEP prepared the plan with input from numerous organizations currently working on food system issues and with community members. OEP staff also participated in various workshops and meetings hosted by others. Additionally, a food survey was conducted through the website and at public events to gather input from residents. The resulting data was used to establish priorities for goals, strategies, and recommended actions to be achieved by 2025.

### **SOUTH PHOENIX FOOD ACTION PLAN DEVELOPMENT**

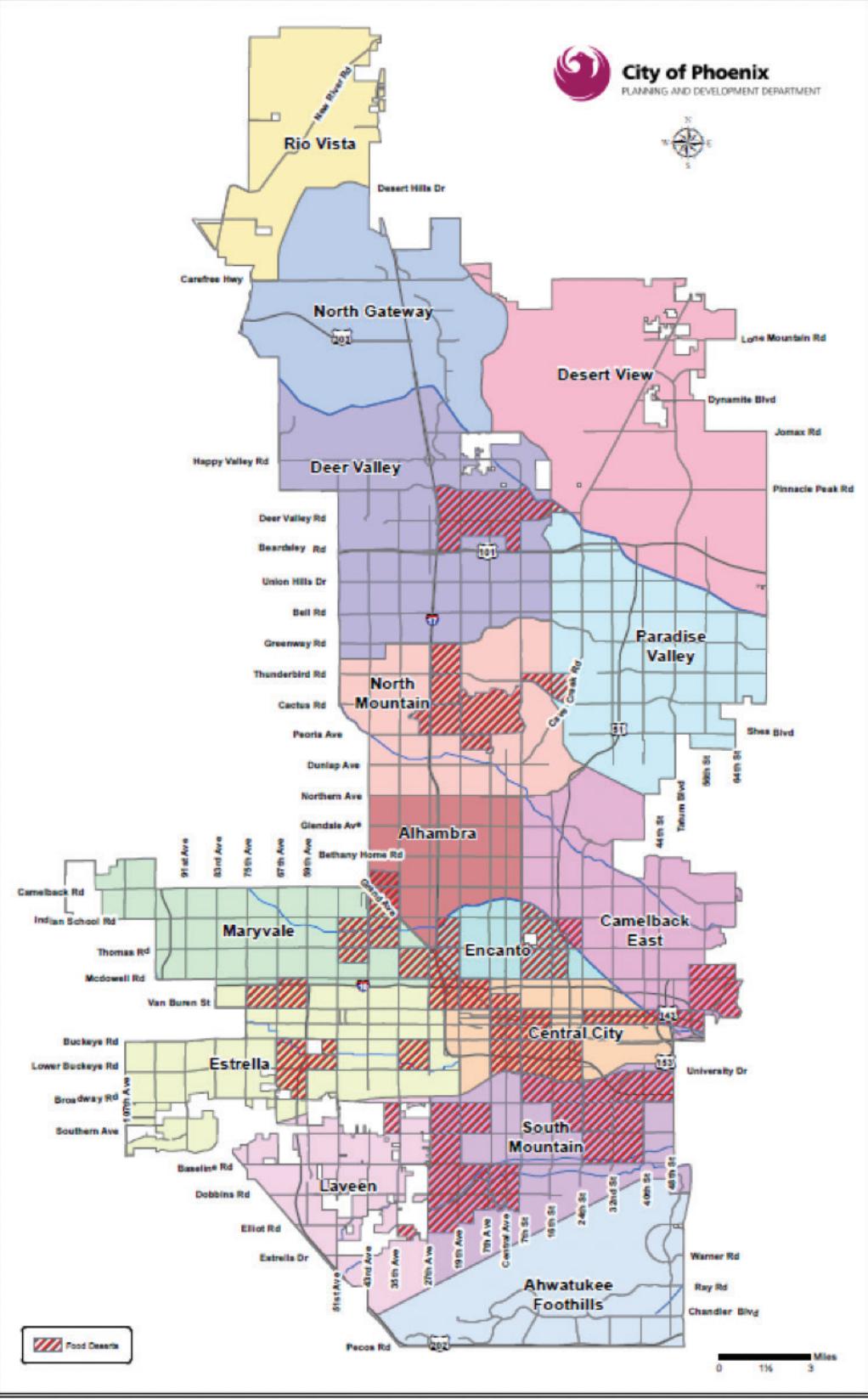
The importance of understanding the food system at a neighborhood level, particularly areas that faced high rates of food insecurity was important, which includes the South Phoenix and Maryvale areas. Through a grant received the U.S. Environmental Protection Agency (EPA) Local Foods, Local Places program, OEP was able to conduct a two-day workshop in South Phoenix to identify challenges and opportunities for improving the food system in the South Mountain Village Planning Area. Community outreach for this work was focused on engaging residents that were most impacted by food insecurity and hunger, including low income populations and people of color. A food-focused Community of Practice made up of women of color was initiated to develop a greater understanding of food challenges and to establish collaborative relationships for making improvements. The results of the Local Foods, Local Places workshop and community was a South Phoenix-specific Food Action Plan that details recommended actions targeted for the unique and rich history of this geographic area. This place-based plan was included in the city-wide plan and was approved by Phoenix City Council for implementation as well.

### **CONTINUING COMMUNITY ENGAGEMENT**

Putting the goals and strategies into action is being done in partnership with stakeholders that contributed to the plan with a deliberate focus on continuing the work with the South Phoenix and Maryvale Community of Practice. Virtual workshops have taken place and are planned that focus on the continued understanding of challenges and opportunities faced by those most impacted by food insecurity, trust-building, and collaboration on actions desired by the community.



**City of Phoenix**  
PLANNING AND DEVELOPMENT DEPARTMENT



**Food Deserts in Phoenix  
(2016)**

## Local Government Leading the Way

### FEEDING THE HUNGRY & BUILDING A RESILIENT LOCAL FOOD SYSTEM DURING THE CORONAVIRUS PANDEMIC

The impact of the Coronavirus pandemic from 2020 through 2021 was felt strongly in the local food system. People already experiencing food insecurity were now more at risk. Local farmers lost their usual markets, particularly from the closure of restaurants. The fragility of the local food system became evident with an urgency to develop a resilient food system. Phoenix, through the CARES Act Emergency Food Assistance funding that was made available to the city, an allocation of \$2.6 million was made available for the preparation and delivery of meals and Community-Supported Agriculture-style food boxes to COVID19-impacted individuals and families through two unique and innovative programs. In partnership with trusted stakeholders, OEP developed the following programs:

#### FUNDS TO FEED PROGRAM

The program provided funding for community and grassroots organizations, nonprofits, and health centers to recognize and enhance food delivery occurring in the community by the community. Using a hyperlocal approach, 10 organizations were able to continue and expand their work, create new partnerships, and even obtain additional funding from other sources for their work. Equity was embedded in this program through the inclusion of residents impacted by food insecurity and by grassroots organization members to provide input and ideas on how to effectively promote the program and how to design the grant application and reporting requirements in a way that encouraged participation by Black, Indigenous, and People of Color. This program was administered by LISC Phoenix, a community development financial organization.

#### FEED PHOENIX PROGRAM

The program provided funding to local farmers, Community Supported Agriculture (CSA), mobile markets, restaurants, caterers, and event venues. Local produce was purchased from 12 farmers for use in meals prepared by 45 local Phoenix restaurants, caterers, and event venues, which are in turn delivered to 29 social service organizations serving COVID-19 impacted individuals and families. The connections made between locally produced food and restaurants and caterers continues with many of the participating restaurants continuing to purchase locally. Fostering further distribution channels happened with the use of a food hub to serve as the distribution point between the farmer and the purchaser. Healthy food was delivered to those in need and the food system was made more resilient by establishing a connected, community food network.

Additional funding is expected to be allocated from the American Rescue Plan Act to continue and expand these programs.



## KEY ACHIEVEMENT

### Phoenix Brownfields to Healthfields Initiative



**Urban farmer and community gardeners at the Spaces of Opportunity Project,  
Phoenix, AZ – A Brownfields to Healthfields Project**

#### **Cleanup and reuse of 10 properties in food desert areas for healthy food.**

Phoenix has recognized there is an opportunity to cleanup and redevelop brownfields that directly impact public health through the reuse of these sites for food and healthcare assets. To date, 10 properties have been cleaned up and redeveloped as urban farms, community gardens, school gardens, farmer's market, and a food hub. The work was initiated as a result of award of a \$400,000 community-wide brownfields assessment grant from the U.S. Environmental Protection Agency in 2015. The Brownfields to Healthfields (B2H) project targets areas with inadequate health care, food deserts, and designated infill incentive, neighborhood initiative, and redevelopment areas. Focusing on these areas within Phoenix addresses sustainable and equitable development, in addition to building upon existing brownfields efforts.

Additional project opportunities include:

- healthcare facilities, clinics (permanent and mobile),
- healthy food outlets: supermarkets, temporary food retailers, mobile markets, food hubs, farmers markets,
- urban agriculture: aquaponics, hydroponics, controlled environment agriculture, community supported agriculture, community and school gardens.

The impact of this project results in improved community health due to the elimination of exposure to hazardous substances and creation of opportunities for improved access to healthcare and healthy foods, which positively impacts environmental and health equity.

## **Education to more than 14,000 people living in communities facing food insecurity, hunger, and lack of resources.**

Phoenix Food Day and Healthfest is celebrated to inspire people to change the way we look at food. The “Get Growing, Get Healthy, Get Real” themed event brings education and entertainment together to help people in Phoenix and the region move towards a healthier future. The primary goal of the event is to bring education, awareness, resources, and fun to those vulnerable to food insecurity and hunger by hosting the event within the most-impacted communities that experience high rates of food insecurity, hunger, lack of healthy food outlets, transportation challenges, and scarce resources.

Since 2013, Phoenix Food Day has educated more than 14,000 people, engaged 160+ partners, empowered residents, and helped small businesses. The city initiated the event as a simple recognition of healthy eating for city employees. Since that first event, it has evolved into a place for everyone to enjoy learning about growing your own food, cooking healthier and with local, seasonal foods, and becoming aware of the benefits of good nutrition, physical activity, and well-being in a family-friendly atmosphere.



## Establishment of the Maricopa County Food System Coalition

The city is a founding member of the Maricopa County Food System Coalition (MarCo) established in 2015. Several organizations focused on improving the local food system gathered to explore the viability of creating a food policy council/coalition for the region. The city's Office of Environmental Programs was eager to learn and listen to stakeholders to better understand the challenges faced in providing access to health food for everyone living in Phoenix. Coincidentally, the two groups of stakeholders came together, and the city committed to help create the coalition. The city continues to have a strong relationship with MarCo and has successfully won a grant award to complete a Community Food Assessment for Maricopa County, the first of its kind. The data collected was integral to the city's own Food Action Plan and continues to provide valuable information to educate others on the importance of an equitable, healthy, thriving, and sustainable local food system.



## GOAL 1

*All people living in Phoenix will have enough to eat and have access to affordable, healthy, local, and culturally appropriate food.*

## TARGET 1

100%

## BASELINE

57.5%

### LFS1.1

#### Pending Actions

**Incorporate agriculture, food processing, and distribution into existing and future land use plans. Collaborate with key partners to facilitate new opportunities for urban-scale gardens, farms, gleaning, and distribution systems.**

PlanPHX emphasizes the importance of residents having access to healthy food and sets measures for access within a ¼-mile. Policies that are supportive of food access should be integrated into future redevelopment, transit-oriented, and other land use plans. Explore criteria for various transportation, tree and shade, urban heat island and similar projects that create safe and convenient connections between residential neighborhoods and healthy food assets. Study the impacts of local food production on food equity and social justice for low income communities.

**CITY LEAD** // Office of Environmental Programs

**PARTNERSHIPS** // Planning and Development

**TIMEFRAME** // Short Term

### LFS1.2

#### Pending Actions

**Use existing financial resources for food production and infrastructure. Pursue grants and other funding opportunities that will enhance the community's access to healthy foods.**

Identify funding resources available through private sector, government, and philanthropic sources. It is important to determine the viability of using current funding mechanisms available from the city that can be used for food system improvements. Collaborate with key partners to facilitate new opportunities for urban-scale gardens, farms, gleaning, and distribution systems.

**CITY LEAD** // Office of Environmental Programs

**PARTNERSHIPS** // Governmental, philanthropic and place-based funders

**TIMEFRAME** // Short Term

**LFS1.3***Ongoing Actions***Partner with schools and others to support and promote education for youth and adults.**

Support education and awareness on all aspects of the food system and create opportunities to create or enhance urban agriculture, health and nutrition education for youth, adults, and seniors. Collaborate with state and county agencies working with school districts in Phoenix and support Farm to Table programs in schools.

**CITY LEAD //** Office of Environmental Programs

**PARTNERSHIPS //** City of Phoenix Youth & Education Office, Phoenix School Districts, Nonprofits, community & grassroot organizations

**TIMEFRAME //** Short Term

**LFS1.4***Ongoing Actions***Promote existing healthy food assets, such as farmers markets, grocery stores, retail, community gardens, farms, etc.**

Focus on efforts to address challenges within communities with limited access to fresh healthy food, followed by a city-wide approach to planning for food access for all communities. Identify existing food and farm assets within food desert areas, such as the South Phoenix and Maryvale communities. Develop asset maps that are accessible by residents thought a variety of communication tools, including online mapping, apps, social media with written resources available at city libraries, community centers, and recreations centers.

**CITY LEAD //** Office of Environmental Programs

**PARTNERSHIPS //** Community and Economic Development

**TIMEFRAME //** Short Term



## GOAL 2

*Businesses that produce, process, distribute, and sell local and healthy food will be recognized as integral to the economy and encouraged to grow and thrive in Phoenix.*

## TARGET 2

To be determined

## BASELINE

To be determined

### LFS2.1

#### Pending Actions

##### **Recognize food production as a highest and best use of land.**

Phoenix has the potential to be an agricultural technology innovation hub, with a focus on farming that is water efficient, restorative and adaptable to the arid climate and high temperatures. Coordination with internal and external economic development professionals will be done to evaluate the economic development potential of the food system as a local industry cluster. Create opportunities to connect food production businesses with available land. Continue to collaborate with academic partners to establish an agriculture technology initiative.

**CITY LEAD** // Office of Environmental Programs

**PARTNERSHIPS** // Community and Economic Development, University of Arizona, Arizona State University

**TIMEFRAME** // Short Term

### LFS2.2

#### Pending Actions

##### **Incorporate agriculture, food processing, and distribution into existing and future economic development plans.**

Assist agricultural entrepreneurs and existing food-related businesses and identify financial and technical resources and the most effective means to make those resources available. Develop comprehensive, user-friendly information on the requirements of food production, processing, and distribution businesses that is available from the city and through partners.

**CITY LEAD** // Office of Environmental Programs

**PARTNERSHIPS** // Municipal/Regional/State Economic Development Organizations (EDOs)

**TIMEFRAME** // Short Term

**LFS2.3***Pending Actions***Establish a local food buying preference in future city contracts and include in current Sustainable Purchasing Policy.**

Develop appropriate contract language that can be incorporated into city contracts for the purchase of local food. Coordination with internal departments to develop guidelines and language, and potentially set procurement goals. Provide healthy, local produce to city employees through a Community Supported Agriculture (CSA) program and pilot in downtown city facilities initiated. Explore the development of healthy procurement guidelines for city events and facilities.

**CITY LEAD //** Office of Environmental Programs

**PARTNERSHIPS //** Finance

**TIMEFRAME //** Short Term

**LFS2.4***Pending Actions***Partner with stakeholders to support and promote a Buy Local Food campaign.**

Educate and engage residents on the benefits of purchasing locally-produced food. Develop a Buy Local Food Campaign in collaboration with partners, such as Local First Arizona Foundation and others.

Partnership opportunities with grocers to further promote Buy Local will be established or enhanced.

**CITY LEAD //** Office of Environmental Programs

**PARTNERSHIPS //** Local First Arizona Foundation, MarCo, Local Food Producers, Grocers

**TIMEFRAME //** Short Term



## GOAL 3

*Growing food in Phoenix and the region will be easy and valued, for personal or business use.*

LFS3.1

*Pending Actions*

**Update codes and ordinances where appropriate to eliminate barriers and encourage developing a healthy food infrastructure.**

Existing zoning codes will be further clarified to clearly identify which zoning classifications and requirements are needed for various agricultural and food production uses, commercial and residential, including, hydroponic, aquaponics, growing inside structures, and for burgeoning uses, such as rooftop and building-integrated agriculture. Identify and update/amend appropriate sections of the zoning code to clearly identify zoning districts in which agricultural land uses are permitted. Develop definitions for agricultural land uses. Develop streamlined processes for agricultural zoning. Explore the development of an “Agritainment” zoning districts, and zoning incentive models (density, PAD district, similar zoning options) that encourages set asides of land for food production.

**CITY LEAD** // Office of Environmental Programs

**PARTNERSHIPS** // Planning and Development, local food producers, and businesses

**TIMEFRAME** // Short Term

## TARGET 3

To be determined

LFS3.2

*Pending Actions*

**Explore development of agriculture community land trusts and/or preservation mechanisms.**

Various mechanisms that could be used in concert with nonprofit and private partnerships to preserve land for food production will be identified, as well as best practices of other cities. Existing city policies impacting agricultural land uses will be reviewed. Recommendations will be made for new or modifications to existing policies.

**CITY LEAD** // Office of Environmental Programs

**PARTNERSHIPS** // Community and Economic, Real Estate, Water Services, Planning and Development, MarCo, Arizona Community Land Trust

**TIMEFRAME** // Short Term

## BASELINE

To be determined

**LFS3.3***Pending Actions***Explore the use of city-owned parcels as opportunities for urban agriculture, focused on food deserts within irrigation districts.**

Develop, with city departments, guidelines on how to lease/buy city owned land for food production, including establishing appropriate minimum length of lease terms feasible for agriculture. Adopt policies allowing the use of park land and other city-owned land, where feasible and appropriate, for food production. An inventory of land potentially available for agricultural use will be created, including Brownfields. Upon identification of available city-owned land located in food desert and irrigation district areas, a Request for Proposal for agricultural development may be issued.

**CITY LEAD //** Office of Environmental Programs

**PARTNERSHIPS //** Parks and Recreation, Public Works, Water Services, Real Estate

**TIMEFRAME //** Short Term

**LFS3.4***Pending Actions***Support the growth of land uses that contribute to a healthy and sustainable food system (i.e. grocery stores, community gardens, urban farms and other urban agriculture elements).**

In addition to city-owned land, there is the opportunity to support efforts to expand urban food production on residential, commercial and institutional properties. Support and encourage collaboration between public and private sectors and small/medium sized farms, food-hubs, mobile markets, co-ops, community and back-yard gardens. Establish community commercial kitchens and/or use existing commercial kitchens. Explore opportunities to work with vacant schools with kitchens to use as a training and economic development resource will be performed.

**CITY LEAD //** Office of Environmental Programs

**PARTNERSHIPS //** Planning and Development, Community and Economic Development, Greater Phoenix Economic Council, school districts

**TIMEFRAME //** Short Term



**LFS3.5****Pending Actions**

**Use existing and explore new job training resources, where feasible, and partner with others to provide training opportunities.**

A cornerstone in a sustainable local food system is the development of career pathways in farming. Support programs focused on training future farmers and collaborate with partners and institutions, such as the University of Arizona Cooperative Extension of Maricopa County. Identify other potential partners with a focus on providing training for new farmers. Facilitate business training programs for farmers to gain more marketing knowledge and expertise. Explore city policies that support the creation of agricultural employment training opportunities to further promote job creation in the agriculture sector.

**CITY LEAD //** Office of Environmental Programs

**PARTNERSHIPS //** City of Phoenix Workforce Development, Maricopa Community Colleges, University of Arizona

**TIMEFRAME //** Short Term



## GOAL 4

*Food-related waste will be prevented, reused, or recycled via sustainable food production practices that maintain a healthy environment.*

## TARGET 4

80%

## BASELINE

To be determined

### LFS4.1

#### Pending Actions

**Update codes and ordinances to clarify food waste diversion, i.e., composting opportunities.**

Providing clear and understandable codes and ordinances to clarify food waste diversion, such as composting, is essential to a thriving local food system. This includes identifying and updating/amending appropriate sections of the zoning code to clearly identify zoning requirements for composting opportunities.

**CITY LEAD** // Office of Environmental Programs

**PARTNERSHIPS** // Planning and Development, Public Works, MarCo, Business

**TIMEFRAME** // Short Term

### LFS4.2

#### Pending Actions

**Support and promote methods to prevent edible food from entering the waste stream.**

A key factor in preventing food waste is to provide means for edible food to be consumed. In the United States an estimated 30-40% of food goes uneaten and ends up in landfills, further contributing to GHG emissions. Creating opportunities to provide edible food to those that don't have enough to eat involves collaborating with stakeholders to identify solutions. Opportunities for collaboration with other stakeholders involved in the prevention of food waste and food rescue will be evaluated.

**CITY LEAD** // Office of Environmental Programs

**PARTNERSHIPS** // Public Works, MarCo, Waste Not, restaurants, institutions

**TIMEFRAME** // Short Term

**LFS4.3****Pending Actions****Promote and support sustainable practices in all areas of the food system.**

The food economy is an integral contributor to the overall economic vitality of the city. Business opportunities are varied, from agricultural entrepreneurs, catering, restaurants, food trucks, mobile markets, retail, such as neighborhood bodegas or convenience stores, and for backyard gardeners to sell their produce. Identifying and providing business resources, including water and energy efficiency, regenerative agricultural practices, and safe food handling are keys to creating a sustainable food economy. Continue working toward development of a Sustainable Food Economy Accelerator for entrepreneurs. Identify mechanisms to assist food-related businesses, including technical assistance and financial resources.

**CITY LEAD //** Office of Environmental Programs

**PARTNERSHIPS //** Community and Economic Development,  
ASU, cities within Maricopa County

**TIMEFRAME //** Short Term



## GOAL 5

*Develop food policies and actions that address local and global challenges posed by climate change, urbanization, political and economic crises, population growth and other factors.*

## TARGET 5

To be determined

## BASELINE

To be determined

### LFS5.1

#### *Pending Actions*

**Research policies and actions that plan for future shocks related to changing population growth, hazards, economic conditions and climate.**

Conduct research on best practices and explore ways to integrate food system resiliency within existing and future hazard mitigation, emergency response, and or resilience planning efforts. OEP would serve as the lead for food systems in future resilience planning. Coordination with city departments and external stakeholders will identify opportunities for food system integration.

**CITY LEAD** // Office of Environmental Programs

**PARTNERSHIPS** // Stakeholders from within all aspects of the local food system.

**TIMEFRAME** // Short Term

### LFS5.2

#### *Pending Actions*

**Convene local food producers with city staff, leaders, and elected officials to build trust and understanding.**

Create opportunities and collaborate with stakeholders to identify solutions for providing edible food to those that don't have enough to eat.

**CITY LEAD** // Office of Environmental Programs

**PARTNERSHIPS** // Phoenix elected officials and city departments, Local First Arizona Foundation, local food producers

**TIMEFRAME** // Short Term

**LFS5.3***Pending Actions*

**Explore funding opportunities from federal, state, and philanthropic organizations for food system activities and staff.**

Identify and submit for funding opportunities from federal, state, and philanthropic organizations for food system activities and staff. Resources to conduct recommended actions will be needed. Obtaining funding from all feasible and available resources will be paramount to the success of achieving the goals, strategies and actions identified.

**CITY LEAD //** Office of Environmental Programs

**PARTNERSHIPS //** Potential funders

**TIMEFRAME //** Short Term

**LFS5.4***Pending Actions*

**Complete a GHG Emissions Inventory for the local food system, defined as Maricopa County.**

Complete a GHG emissions inventory of the local food system, that is Maricopa County, to determine which reduction actions will be necessary to reduce the GHG emissions from the production, processing and delivery of food across Phoenix and the region.

**CITY LEAD //** Office of Environmental Programs

**PARTNERSHIPS //** MarCo, University of Arizona, NRDC, ICLEI, ASU

**TIMEFRAME //** Short Term



**HEAT**



## 2050 GOAL

**Reduce urban heat-island effect through green infrastructure as well as doubling the current tree and shade canopy to 25%. Have all residents within a five-minute walk from a park or open space by adding new parks or open space in underserved areas, adding 150 miles of paths, greenways, and bikeways throughout the city, and transforming an additional 150 miles of canals into vibrant public space.**

## HEAT (H) GOALS

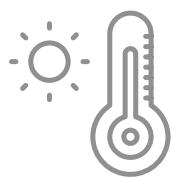
**Goal H1:** Create a network of 100 cool corridors in vulnerable communities by 2030 to facilitate movement of people walking, biking and using transit, particularly within and connecting to Transit Oriented Development Districts, Village Cores, and Centers.

**Goal H2:** Increase shade provided by trees or constructed shade in ‘flatland parks’ (not preserves) and street rights-of-ways to achieve a 25% tree and shade canopy in pedestrian areas by 2030, prioritizing communities most vulnerable to heat, particularly within and connecting to Transit Oriented Development Districts, Village Cores, and Centers.

**Goal H3:** Provide resources and services to residents to manage heat.

**Goal H4:** Increase the use of high albedo, or reflective, materials in infrastructure projects.

**Goal H5:** Develop HeatReady certification for cities in partnership with ASU by 2025.



**145**

days over 100° F  
(38° C) in 2020



**25%**

tree and shade canopy  
across the city by 2030



**41,000+**

acres of desert parks  
and mountain preserves

**32**

community and  
recreation centers



**2,414**

heat-related Emergency  
Room Visits in 2020 in  
Maricopa County<sup>62</sup>

**323**

heat-related deaths  
in 2020 in  
Maricopa County<sup>63</sup>



**185**

Parks



**200**

miles of trails and  
40 trailheads



## BACKGROUND

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Climate change is leading to increases in average temperatures and increased possibilities of severe prolonged heat waves. Extreme heat can have dangerous and deadly health consequences, including heat stress, illness, and heatstroke.

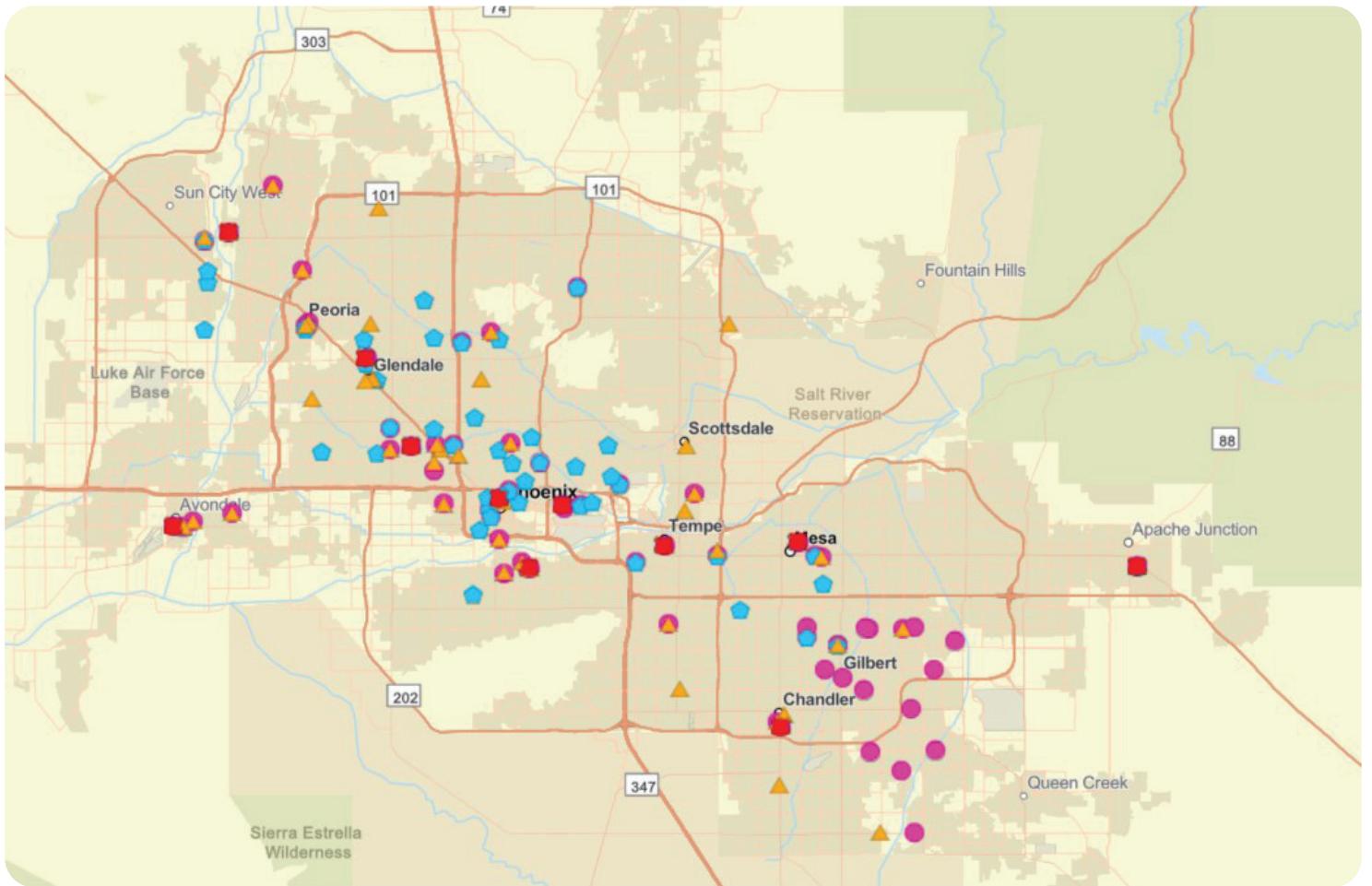
Phoenix, situated in the northeastern Sonoran Desert, has developed with heat as its signature and desert life as its core identity. On average, Phoenix has 110 days each year with a high temperature over 100 degrees F and 19 days with high temperatures exceeding 110 degrees F. July and August of 2020 were the hottest on record, and 2020 saw 53 days with temperatures over 110 degrees F and 145 days over 100 degrees F. Unlike many other U.S. cities that only have a small percentage of homes with air conditioning, almost all dwellings in Phoenix have some form of mechanical cooling making it, in some ways, better prepared for heat waves and extreme heat events than many other cities. However, in Phoenix, heat does not affect all residents equally--outdoor workers, those experiencing homelessness, and other vulnerable populations such as low-income residents living in poorly insulated homes, face the brunt of the impacts related to heat. Heat is responsible for more fatalities in the U.S. each year than all other weather-related disasters combined. 2,414 heat-related emergency room visits and over 300 heat-related deaths occurred in Maricopa County in 2020. If all the annual heat-related deaths in Phoenix happened at once, it would qualify as a natural disaster.

And daytime extreme heat is not the only concern. Over the last 20 years, the average night-time temperature in Phoenix has risen by nine degrees as a result of the urban heat island effect—a phenomena caused by adding increasing amounts of hardscape and concrete surfaces that capture and store heat during the day and then release

it more slowly in the evening hours than the surrounding desert. If cooler materials were used in infrastructure, while trees, shade and other forms of green infrastructure were added, the urban heat island effect could be significantly mitigated. As an example, ASU tested two neighborhoods in Phoenix just 2 miles apart, but one with significantly more green infrastructure, that experienced a 13 degree F (7 degree C) average surface temperature difference during peak summer hours. The type of infrastructure influences the temperatures communities experience.

Given its reputation as the hottest city in the nation, and its proximity to ASU, Phoenix is without question the epicenter of research related to heat. Hundreds of research projects conducted by ASU over the last decade form a library of resources which could be used to inform future action. In addition, the city of Phoenix and many other organizations have been active in implementing programs and policies related to heat. The MAG Heat Relief Network partners with 137 organizations that provides water, respite, and wellness checks in communities alongside an education and awareness campaign each summer focusing on vulnerable communities. The Network is heralded as one of the best heat-mitigating programs in the nation. The Neighborhood Services Department works with utilities and others to invest millions of dollars each year in weatherizing homes of low-income residents to reduce cooling costs and protect residents from the effects of heat. A recent inventory of actions by city departments found over 50 innovation pilot programs and initiatives recently implemented by city Departments.

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**Maricopa Association of Governments Heat Relief Network (2020) showing resources to manage heat, like the locations of cooling centers, hydration stations, and collection sites.**

## Local Government Leading the Way

### OFFICE OF HEAT RESPONSE AND MITIGATION (OHRM)

In 2021, City Council approved the establishment of a new office to coordinate efforts city-wide to address heat response, heat mitigation and oversee the implementation of the Tree and Shade Masterplan. The new office includes a Heat Officer, a Shade Administrator and Tree Administrator along with administrative support to track and report on heat actions and coordinate the many actions already underway across city departments and in the community. The office will work closely with ASU for development of heat tracking tools and the city/ASU partnership on developing a Heat Ready City Certification program.

The OHRM will track, coordinate and report on the following city programs:

### TREE AND MASTER PLAN IMPLEMENTATION

The Tree and Shade Master Plan was approved by City Council in 2010 and had a vision to double the tree and shade canopy by 2030 to 25%.<sup>64</sup> Although many actions were taken related to education and awareness campaigns and development of resources, the number of trees planted in the early years was limited given the context of the great economic recession. However, after a groundswell of community support, City Council dedicated \$450,000 in additional tree funding leading to 4,000 trees now being planted annually on city streets, parks and rights of way.

The Tree and Shade Master Plan implementation is supported by over \$5 million in annual funding to city departments as part of a city-wide program that includes the following initiatives:

- **The Urban Forestry Roundtable** established in 2019 by the city of Phoenix, American Forests and Arizona Sustainability Alliance, is represented by over 30 entities including non-profits, community groups, and other city and county representatives united under the following vision: “Over the next five years, we will work collaboratively to improve tree care and planting in Metro Phoenix in ways that will measurably mitigate urban heat island, improve local air quality and prioritize environmental and social justice outcomes through municipal and private investment in trees – particularly in vulnerable neighborhoods currently lacking tree canopy.”
- **The Urban Forest Implementation Team (UFIT)** is a working group of city staff from all departments to coordinate tree plantings efforts city wide and monitor progress toward the goal to double the tree and shade canopy. Departments include Streets Transportation, Parks, Neighborhood Services, Planning & Development, the Office of Sustainability, and the Office of Environmental Programs. The programs represented by them include:
  - The **Citizen Forester Program** provides training and education to volunteers to help in the planting and care of trees in the community.
  - The **Love Your Block** is managed by the Neighborhood Services Department organizes community planting events in neighborhoods and provides mini grants for neighborhood beautification.
  - The **Tree Donation Program**, newly launched in 2021, will work with the residents and businesses to fund specific tree planting projects in the community—particularly streets and parks to create cool corridors in vulnerable communities.

In a 2017 survey of residents, 92% thought the goal to double the tree and shade canopy was a good idea, 75% said they would be willing to participate in community planting projects and over 50% said they will be willing to donate to a tree campaign.

- **The Planning and Development Department's Landscape Ordinance Text Amendment** will enhance the care and protection of trees and add enforcement of the ordinance to ensure trees planted as part of new developments will be maintained and retained in perpetuity.
- The **Parks and Recreation Department's Tree planting program** which is seeking to ensure all city parks have a minimum 25% shade canopy. The Parks department seeks partnerships to plant 1,500 trees each year in city parks.
- The **Streets Transportation Department's Tree Planting Program** has dedicated funding to plant an average of 1,000 trees per year in city streets supplemented by additional plantings as part of Major Capital improvements. It also is launching a new “Cool Corridor Program” in 2021 to plant 9 miles of cool corridors each year, including a cool corridor in each council district.

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The Cool Corridor Program will plant nine miles of cool corridors each year—with at least one cool corridor in each council district. Each corridor, approximately one mile long will include up to 200 trees and other cooling assets such as structured shade, to provide up to 60% shading for pedestrians along each corridor. The program will prioritize vulnerable neighborhoods, leverage GIS tools to identify streets with the highest pedestrian traffic, and utilize the American Forests Tree Equity Score Analyzer to ensure vulnerable neighborhoods achieve a minimum “tree equity score” by 2030.

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- The **Environmental Quality & Sustainability Commission (EQSC)** was appointed by City Council to provide input on a wide range of environmental issues and has been highly engaged in providing recommendations to Council, along with creating the **Urban Heat Island and Tree and Shade Sub-Committee (UHITS)**. UHITS focuses on addressing heat in Phoenix, by increasing tree planting and developing metrics to track the progress towards the 2030 goal to double the tree and shade canopy.
- The **Memorandum of Understanding with American Forests** hopes to achieve “Tree Equity” where all of Phoenix’s neighborhoods will reach a minimal standard of tree canopy cover that is feasible and appropriate for the city’s desert climate and conditions by 2030. Tree Equity is the term American Forests trademarked to raise awareness about the need to address historic disparities in tree canopy in cities throughout the United States.

## Kuban Park

This project more than doubled the size of a neighborhood park. The work done in partnership between the Office of Arts and Culture and Parks and Recreation Department enhanced it with artist-designed sidewalks, fences, benches, gates, earth forms and other park essentials. The earth forms feature an elevated grassy-berm and large, oval playing area. Key park areas are shaded with such heritage trees as oak, elm, pistache and mulgas.



## KEY ACHIEVEMENT

### Heat Relief Network

In 2005, after a weeklong heat wave that resulted in about 30 deaths in the homeless population, the Maricopa Association of Governments (MAG) created the Heat Relief Network. The Heat Relief Network is a regional partnership between MAG, local municipalities, nonprofit organizations, the faith-based community, and businesses.

Each year, MAG coordinates mapping of the Heat Relief Network, a network of 137 partner organizations that provides water, respite, and wellness checks in communities alongside an education and awareness campaign each summer focusing on vulnerable communities.

During the summer of 2020, as the COVID-19 pandemic took hold, the Phoenix Convention Center was used as a heat respite center following public health guidelines. The Human Services Department coordinated with multiple city departments to provide individuals experiencing homelessness with daily lunch and dinner, on-site case management, medical evaluations, and computer stations with access to the internet. From May 29 through September 30, over 27,000 guests used the cooling center.



**Mayor Kate Gallego speaking to a resident taking respite at the Phoenix Convention Center in Summer 2020.**

## GOAL 1

*Create a network of 100 cool corridors in vulnerable communities by 2030 to facilitate movement of people walking, biking and using transit, particularly within and connecting to Transit Oriented Development Districts, Village Cores, and Centers.*

H1.1

*Quickstart Actions*

**Develop walkshed mapping tool to identify key pedestrian corridors and priority routes for adding shade in vulnerable neighborhoods and increase shade provided by trees or constructed shade.**

A next generation Walkshed mapping tool, based on the principles of a model developed by Harvard students studying in Phoenix, is being developed in partnership with ASU to identify key pedestrian corridors and priority routes for adding shade in vulnerable neighborhoods. The tool considers zero car households, proximity to schools, shopping and transit, and identified the most likely routes or “walkshed” that pedestrians would likely take in a given neighborhood. The tool is being piloted in 2021 and will be used to select corridors for implementing priority tree and shade elements.

**CITY LEAD //** Office of Heat Response and Mitigation (New), Office of Sustainability

**PARTNERSHIPS //** ASU

**TIMEFRAME //** Short Term

## TARGET 1

100 miles  
by 2030

## BASELINE

0

## Heat-Ready City

Over the past two years, a significant effort has been undertaken by ASU, Harvard, city staff and other stakeholders to better understand the potential for heat mitigation in Phoenix over the long term. Accelerated by a \$100,000 grant from Bloomberg Philanthropies, a “Heat-Ready” team was formed to pilot actions in the community, seek input from residents and businesses on what it means to be heat ready, and explore a framework by which cities could evaluate their heat preparedness using a soon-to-be-developed “Heat-Ready certification” system.

The efforts resulted in some remarkable findings. Staff worked with Harvard Students to research the effect of heat on transit ridership including making recommendations for an updated transit ridership propensity model. They prototyped a “walkshed” tool that considers zero car households, proximity to schools, shopping and transit, and identified the most likely routes or “walkshed” that that pedestrians would take in a given neighborhood. When used citywide, this methodology is able to identify priority areas of investment for creating “cool corridors.”

As a next step for climate action related to heat, the city will undertake the development of an Urban Heat Mitigation and Adaptation Plan along with a corresponding Action Plan that incorporates many of the projects already underway. Below are the top actions to be undertaken in 2021 and 2022:

- A **Heat-Ready Certification Model** is being developed by ASU and currently being tested by the city of Phoenix. It will evaluate the policies, programs and governance structures related to heat mitigation and adaptation and inform the core components needed in the overarching mitigation and adaptation plan.
- **Cool Pavement Testing** is currently underway in eight Phoenix neighborhoods throughout the city and one city park to receive cool pavement treatment as part of a pilot project. Cool pavement is lighter in color than traditional asphalt or other seal coatings—reflecting rather than retaining heat, and reducing nighttime temperatures in Phoenix. Details on the program can be found at [www.Phoenix.gov/streets/coolpavement](http://www.Phoenix.gov/streets/coolpavement)



- A next generation **Walkshed mapping tool**, based on the principle of the Harvard model, is being developed in partnership with ASU to identify key pedestrian corridors and priority routes for adding shade in vulnerable neighborhoods. The tool is being piloted in 2021 and will be used to select corridors for implementing priority tree and shade elements.
- Expand the current **Summer Safety** program, which includes education and outreach to the community. Continue to collaborate with regional partners (AZ Heat Preparedness & Resilience Workgroup) and associated action teams (the Cooling Center Sub-Working Group and the Cooling Center Response Network).
- Formation and mandate of the new **Office of Heat Response & Mitigation** as approved in the 2021-2022 budget. The office will be central to coordinated heat action across all departments.

## H1.2

### *Pending Actions*

#### **Update Phoenix's Walkable Urban Code to include additional heat mitigation standards.**

The Walkable Urban Code is applicable to and regulates some development within Transit Oriented Development Districts and in proximity to high capacity transit. Additional heat mitigation standards are being considered to be included in the code, along with the current shade requirements.

**CITY LEAD //** Planning and Development

**PARTNERSHIPS //**

**TIMEFRAME //** Short Term

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## H1.3

### *Pending Actions*

#### **Achieve “Tree Equity” where all of Phoenix’s neighborhoods will reach a minimal standard of tree canopy cover that is feasible and appropriate for the city’s desert climate and conditions by 2030.**

A new MOU with American Forests signed in 2021 hopes to achieve “Tree Equity” where all of Phoenix’s neighborhoods will reach a minimal standard of tree canopy cover that is feasible and appropriate for the city’s desert climate and conditions by 2030. Tree Equity is the term American Forests trademarked to raise awareness about the need to address historic disparities in tree canopy in cities throughout the United States. The current Tree Equity Score for each neighborhood can be viewed at [treeequityscore.org](http://treeequityscore.org)

**CITY LEAD //** Office of Heat Response and Mitigation (New),  
Office of Sustainability

**PARTNERSHIPS //** Street Transportation

**TIMEFRAME //** Medium Term

## GOAL 2

*Increase shade provided by trees or constructed shade in ‘flatland parks’ (not preserves) and street rights-of-ways to achieve a 25% tree and shade canopy in pedestrian areas by 2030, prioritizing communities most vulnerable to heat, particularly within and connecting to Transit Oriented Development Districts, Village Cores, and Centers.*

## TARGET 2

25%

## BASELINE

11-13%<sup>64</sup>

### H2.1

#### *Ongoing Actions*

**Educate city staff on proper tree care, including Right Tree, Right Place training, and the use of tall pots to help establish plants.**

Increasing the tree canopy of the urban forest requires that the right trees are planted in the right place for long-term growth. Recently, in order to increase the success rate of planting, a method was piloted to use tall pots to increase the number of plants that survive.

**CITY LEAD //** Parks and Recreation

**PARTNERSHIPS //** Office of Heat Response and Mitigation (New), Street Transportation, Office of Sustainability, AmeriCorps VISTA

**TIMEFRAME //** Short Term

### H2.2

#### *Ongoing Actions*

**Update city’s tree inventory by 2023.**

The 2021 Budget approved funding for updating the city’s tree inventory—where every tree in parks, streets and rights of way will be inventoried. A contract will be issued to measure and report on tree information including the identification of lost and unhealthy trees. Using TreeKeeper software, trees will be tracked as they are planted and removed, along with the estimated value of the trees and their associated environmental benefits.

**CITY LEAD //** Parks and Recreation

**PARTNERSHIPS //** TreeKeeper, Office of Heat Response and Mitigation (New)

**TIMEFRAME //** Short Term

## River of Shade

The outdoor public art project was designed to enhance the connection between Harmon Library and the surrounding community by creating a new park with artist-designed paths embedded with colorful glass; new bright blue, leaf-shaped benches; artist designed garden fence; and shade trees. Paths lead to a community garden and a grassy amphitheater that will be used by the Harmon Library as an outdoor classroom. The paths and the new ballpark are designed with dusk-to-dawn lighting.



### H2.3

#### *Ongoing Actions*

##### **Implement Project sunBLOCK, which includes permanent and temporary public art microclimates.**

Project sunBLOCK is composed of permanent and temporary public art microclimates that lower the intense heat confronting pedestrians along key corridors in two of Central Phoenix's hottest neighborhoods by 2023. The project brings community, artists, designers and environmental specialists together to create designs that both visually and physically cool transit stops and surrounding streetscapes.

**CITY LEAD //** Arts and Culture

**PARTNERSHIPS //** National Endowment for the Arts, Public Transit, Street Transportation, Office of Heat Response and Mitigation (New)

**TIMEFRAME //** Short Term

## H2.4

### *Pending Actions*

#### **Continue to implement the Tree and Shade Master Plan to establish 25% tree and shade canopy in streets and pedestrian areas by 2030.**

The Tree and Shade Master Plan launched in 2010 with a vision to double the tree and shade canopy by 2030. The Tree and Shade Master Plan implementation is supported by over \$5 million in annual funding to city departments as part of a city-wide program with over 4,000 trees now being planted annually on city streets, parks and rights of way. This goal is further supported by the tree planting as part of the cool corridors with an additional 1,800 trees per year and an additional 1,000 trees per year through public donations for a total anticipated tree planting of 6800 trees annually.



**CITY LEAD //** Office of Heat Response and Mitigation (New), Street Transportation, Parks and Recreation

**PARTNERSHIPS //** Office of Sustainability, Planning and Development

**TIMEFRAME //** Medium Term

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## H2.5

### *Pending Actions*

#### **Increase tree and shade canopy of flatland parks by 25% by 2020. (Preserves are not considered flatland parks.)**

The Parks and Recreation Department has set a goal to plant 1,500 trees annually. As of summer 2020, 131 out of 160 flatland parks currently meet the 25% canopy coverage.

**CITY LEAD //** Parks and Recreation

**PARTNERSHIPS //** Office of Heat Response and Mitigation (New)

**TIMEFRAME //** Medium Term

**Increase shade at public transit stops in the city.**

An overarching goal of the T2050 plan was to provide all residents in the city with accessible transit and build ridership. Within that goal is the element to provide shade at all 4,050 bus stops in the city. Currently, 2,680 of those bus stops have constructed shade structures.

**CITY LEAD //** Public Transit

**PARTNERSHIPS //** Office of Heat Response and Mitigation (New)

**TIMEFRAME //** Medium term

## Bus Shade Shelters

Provide shade at all 4,050 public transit bus stops. Over half of these stops (2,680) already have constructed shade structures.



**Bus Shade Shelter co-designed by city of Phoenix and Arizona State University to provide more effective shade throughout the day.**



**Bus Shade Shelters designed in collaboration with the Office of Arts and Culture.**

## H2.7

### *Pending Actions*

#### **Coordinate and track the planting of trees to achieve the 25% tree and shade canopy goal.**

At the direction of the Phoenix City Council, the Environmental Quality and Sustainability Commission (EQSC) created the Urban Heat Island/Tree and Shade Subcommittee (UHITS) with the purpose to evaluate, analyze and recommend policies to address the issues surrounding Urban Heat and to advance implementation of the Phoenix Tree and Shade Master Plan. Input and recommendations from the sub-committee will be provided to the EQSC for approval and then passed on to City Council.

**CITY LEAD //** Office of Heat Response and Mitigation (New),  
Office of Environmental Programs, Office of Sustainability

**PARTNERSHIPS //** Environmental Quality and  
Sustainability Commission

**TIMEFRAME //** Short Term



## Monarch Butterflies

On April 30, 2021, Mayor Kate Gallego signed the National Wildlife Federation's Mayor's Monarch Pledge. This act pledges the city to commit to at least three actions per year to support the monarch butterfly population. The western population of the monarch butterfly has declined 99% over the last 25 years from approximately 1.2 million in 1997 to less than 2,000 in 2020. The species completes up to a 3,000-mile migration each year and Phoenix is on the route. The monarch starts returning through Arizona in September on the way to overwintering grounds in Mexico and California and passes again through Arizona during the spring migration to the north. This makes Phoenix particularly important as providers of the breeding and food sources they need to make their multi-generational migration. Native Sonoran Desert plants play a critical role in this habitat, particularly native milkweed species and native nectar-producing plants. The city is developing internal plans to expand monarch butterfly migration habitat on city property and will also be reaching out to the community. In addition to growing a web of habitat resources for this key pollinator, these efforts will provide multiple benefits, including increasing overall native plant biodiversity in the city, supporting other native pollinators and wildlife, increasing greenspaces, and prioritizing and promoting low water use plants, an important consideration in our desert ecosystem.



Photograph by William Vann

## GOAL 3

*Provide resources and services to residents to manage heat.*

H3.1

*Ongoing Actions*

### Educate the community on proper planting and care for trees through the Citizen Forester Program.

Increasing the tree canopy throughout the city will require community participation. Education on how to properly plant and care for trees is provided through the Citizen Forester program. Citizen Foresters advocate for trees by promoting best practices regarding proper tree planting and maintenance techniques, while supporting community efforts to achieve tree and shade canopy goals. Residents can become certified as Citizen Foresters and assist in the planting and care of the urban forest.

**CITY LEAD //** Parks and Recreation

**PARTNERSHIPS //** Street Transportation, Office of Sustainability, AmeriCorps VISTA, Office of Heat Response and Mitigation (new)

**TIMEFRAME //** Short Term

## TARGET 3

To be determined

H3.2

*Ongoing Actions*

### Continue to participate in the Heat Relief Regional Network.

The Heat Relief Regional Network is a regional partnership of the Maricopa Association of Governments (MAG), municipalities, nonprofit organizations, the faith-based community, and businesses. The Heat Relief Regional Network works with 137 partner organizations to provide water, resources and wellness checks in communities alongside an education and awareness campaign each summer focusing on vulnerable communities. The number of heat related deaths in the county has risen in each of the last four years with 323 heat-related deaths in 2020.

**CITY LEAD //** Office of Heat Response and Mitigation (new), All Departments

**PARTNERSHIPS //** MAG

**TIMEFRAME //** Short Term

## BASELINE

50+

## GOAL 4

*Increase the use of high albedo, or reflective, materials in infrastructure projects.*

### H4.1

#### *Ongoing Actions*

##### **Continue to implement the Cool (Energy Star) Roofs on city-owned buildings.**

Coating the roof reduces the amount of energy needed to cool the building, reducing GHG emissions. Cool (Energy Star) Roofs is the standard for all departments that work with the Public Works Department (PWD) to handle their roof replacement, as well as for those buildings owned by PWD. This type of roof has been implemented for PWD owned buildings since 2005.

**CITY LEAD //** Public Works

**PARTNERSHIPS //** Office of Heat Response and Mitigation (new)

**TIMEFRAME //** Short Term

## TARGET 4

To be determined

### H4.2

#### *Pending Actions*

##### **Complete cool pavement pilot program and expand program to areas where it would be most effective.**

A Cool Pavement pilot is currently underway in eight Phoenix neighborhoods and one city park. Phoenix wants to test the cool pavement material to see whether it is effective at reducing temperatures in Phoenix desert climate. A second project was initiated in 2021 in four neighborhoods, all proximal to one another, to test the effective of varying types of cool pavement. Research will continue through 2025.

**CITY LEAD //** Street Transportation

**PARTNERSHIPS //** Office of Sustainability, ASU, Office of Heat Response and Mitigation (new)

**TIMEFRAME //** Short Term

## BASELINE

To be determined

**Be a living laboratory to test cool materials for use in Infrastructure projects.**

Be a living laboratory to test new materials that could mitigate urban heat island when implemented at scale. Many promising materials are coming on the market yet their performance in high temperature conditions, their durability and the overall economics need further study. For example, ASU is currently evaluating a new material from 3M that reflects heat as long wave radiation while cooling the underlying surface. ASU is also testing various coatings as part of the overall cool pavement analysis—installing temperature sensors below the pavement surface and at grade.

**CITY LEAD //** Street Transportation, Office of Sustainability,  
Office of Heat Response and Mitigation (new)

**PARTNERSHIPS //** ASU

**TIMEFRAME //** Medium Term

## GOAL 5

*Develop HeatReady certification for cities in partnership with ASU by 2025.*

## TARGET 5

Heat Ready Certification

## BASELINE

None

### H5.1

#### Pending Actions

##### Pilot HeatReady certification in partnership with ASU.

Where more than 2,000 cities, including Phoenix, have achieved “StormReady” certification by the National Weather Service, ASU in partnership with the city are seeking to pilot a HeatReady certification program—identifying the policies, programs and governance framework and scorecard to assist cities in preparing for increasing temperatures and heat waves. With Phoenix being the epicenter of research related to heat and a hotbed of heat-related programs, ASU and the city are seeking to develop HeatReady to allow it to become a national or international certification program.

**CITY LEAD** // Office of Sustainability, Office of Heat Response and Mitigation (new)

**PARTNERSHIPS** // ASU

**TIMEFRAME** // Short Term

### H5.2

#### Pending Actions

##### Expand HeatReady Certification nationally or internationally.

After piloting and refining HeatReady Certification in Arizona, ASU and the city are seeking to test HeatReady nationally and internationally to increase its functionality and shared learnings and, more importantly, its impact. C40 and the Global Cool Cities Alliance have both expressed interest in becoming the global verification and certification body once the certification tool reaches maturity.

**CITY LEAD** // Office of Sustainability, Office of Heat Response and Mitigation (new)

**PARTNERSHIPS** // ASU, C40, National Weather Service, Global Cool Cities Alliance

**TIMEFRAME** // Short Term

# WATER





## WATER (W) GOALS

**Goal W1:** Identify and implement infrastructure projects to ensure water security.

**Goal W2:** Improve conservation of water resources by improving stormwater management, optimizing water use, conducting water audits, and utilizing wastewater.

**Goal W3:** Increase outreach and provide programs to residents and businesses to reduce water use to 155 GPCD by 2030.

2050  
  
GOAL

Provide a clean and reliable 100-year water supply.



**1.7  
MILLION**  
water customers



**100 YEAR**  
water supply

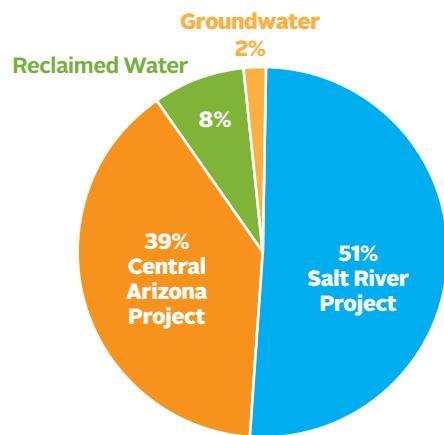


**7,000  
MILES**  
of water lines



Phoenix's first water  
pipeline was made out of  
**REDWOOD**

#### Phoenix Water Sources



**89%**  
of wastewater recycled



## BACKGROUND

The city's Water Services Department (Phoenix Water) is more than 110 years old and is responsible for treating and distributing tap water to 1.7 million customers daily. It also manages the city's sewer system and handles wastewater treatment operations for 2.5 million residents in five valley cities. Infrastructure includes 7,000 miles of water lines, 5,000 miles of sewer lines, eight treatment plants, 50,000 fire hydrants, and 90,000 manholes. Phoenix's water and sewer rates are among the lowest of comparable-sized cities nationwide. Our tap water supply is secure due to decades of planning and multiple water sources. The city reuses nearly all its wastewater on crops, wetlands, and energy production. Moving forward, the city's water and wastewater utilities are committed to energy efficiency that will pave the way to accomplishing their immediate, mid-term, and future goals in sustainability and emission reductions. We are taking action to increase water security and mitigate GHG emissions by banking water, using wastewater, increasing renewable sources of energy to power the water treatment processes, and capturing GHG emissions from these processes.

Phoenix Water GHG emissions are generated by a variety of activities. GHG emissions can occur from the combustion of purchased natural gas, the consumption of purchased electricity, methane generation during water treatment, and nitrous oxide emissions from wastewater effluent. GHG emissions also occur during the hauling and regeneration of granular activated carbon filters used in the treatment process to remove disinfection byproducts. GHG emissions from Water Services have decreased by 18.8% between 2005 and 2018 but have increased by 2.8% since 2015.

## LEGEND

- COLORADO RIVER WATER
- SALT AND VERDE RIVER WATER
- CANALS
- MOUNTAIN RANGES
- WATER TREATMENT PLANTS



CENTRAL ARIZONA  
PROJECT CANAL

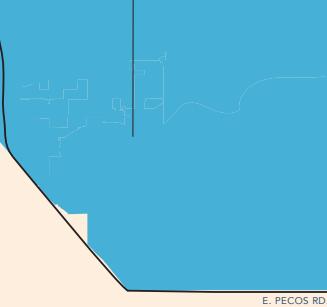
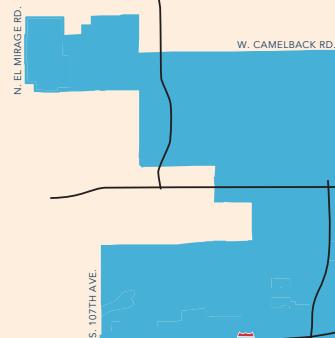
ARIZONA CANAL



CENTRAL ARIZONA PROJECT CANAL  
UNION HILLS WTP

DEER VALLEY WTP

ARIZONA CANAL  
24TH ST. WTP



## Local Government Leading the Way

Water equity occurs when all communities have access to safe, clean, affordable drinking water and wastewater services; have a role in decision-making processes related to water management in their communities; and share in the economic, social, and environmental benefits of water systems. Water equity is undermined by longstanding and pernicious root causes of societal inequality such as systemic and institutional racism and structural inequalities in access to education, income and wealth, employment, housing, transportation, public safety, and other social services. Between August of 2019 and June of 2020 the city of Phoenix Citizens' Water/Wastewater Rate Advisory Committee researched and discussed these issues as representatives of the broader community for the purpose of determining where Phoenix Water Services stands on issues of water equity, and to see what additional actions to take to promote water equity in the city of Phoenix. Recommendations from the Committee included testing alternatives to water service disconnections, providing additional financial assistance, hiring additional customer service agents that speak Spanish and explore the possibility of offering additional language services.<sup>65</sup>

While Phoenix Water enjoys a robust and diverse water portfolio, **conservation** has always been a part of the history of Phoenix Water. Rather than focusing on short-term reactive strategies during drought conditions, Phoenix focuses on long-term culture change among its residents. Residents are encouraged to adopt a desert lifestyle because, in a desert, water will always be scarce. This strategy has been very successful as Phoenix has reduced the number of gallons per capita per day (GPCD) it uses by nearly 30% over the last twenty years, despite an increase of almost 400,000 additional residents.

For over 100 years, Phoenix Water has delivered safe, reliable tap water to homes and businesses in our community. Arizona is a leader in **water banking**, meaning water is stored underground to be used later. Arizona has banked millions of acre-feet of water through the Arizona Water Banking Authority. Phoenix Water delivers renewable surface water supplies to our customers so that groundwater can be saved for the future. Phoenix has worked hard to protect local groundwater supplies so that they are available to protect against drought and a changing climate. Phoenix's efforts ensure that our underground reservoir of groundwater – water in the bank – is there when we need it.

In addition to ensuring a secure water supply, work has been done to rehabilitate natural habitats, like Tres Rios. The **Tres Rios Environmental Restoration** project involves the rehabilitation of nearly 700 acres in and around the Salt River, restoring a vital wetland and riparian habitat. The project creates a mutual relationship between the renewed wetlands and the nearby wastewater treatment plant. The lush and scenic Tres Rios is now home to more than 150 species of birds and animals like muskrats, raccoons, skunks, coyotes, bobcats, and beavers. The beautiful cottonwood groves, willows, mesquites, and other desert shrubs around the reed-lined ponds and along the trail attract many migratory and wintering songbirds. By bringing the Salt River back to the condition it was in during the early 1800s, this project is repairing a natural habitat. The trees and plants produce hundreds of thousands of volatile organic compounds including oxygen, a vital element to clean and healthy air. The reclaimed water from the wastewater treatment plant is pumped over to the wetlands, and the plants and animals take what they need before it is discharged back into the river. Nearly all of the reclaimed water generated in Phoenix is treated and reused for agricultural irrigation, local power generation, groundwater recharge, and wetland restoration.



**Tres Rios Wetlands**

## KEY ACHIEVEMENT

### Sustainability Bond Sale for Colorado River Resiliency Projects

On March 26, 2020, the city of Phoenix issued its first-ever sale of Sustainability Bonds. The bonds will fund Colorado River resiliency-related projects by the Water Services Department. One of these resiliency projects includes building a pipeline supplying North Phoenix residents (approximately 400,000 people) that are served exclusively by Colorado River water treated at two water treatment plants. The proposed 66-inch pipeline will be used to alleviate the effects of drought, by ensuring that water supplies from the Salt and Verde Rivers are available to North Phoenix during future shortage on the Colorado River.

The Drought Pipeline is essential to the economic health and vitality of Phoenix. This sustainability project will ensure all residents have access to safe, reliable, clean drinking water during the future times of shortage on the Colorado River. The city of Phoenix Water Services Department is designing additional infrastructure to continue its mission of providing a reliable water supply to our 1.5 million customers. As part of the city's preparation for resiliency in a hotter and drier future, the improvements will provide more flexibility to move Salt and Verde River water supplies to areas of the city that are currently entirely dependent on Colorado River water.



## GOAL 1

*Identify and implement infrastructure projects to ensure water security.*

W1.1

*Quickstart Actions*

**Design and construct additional infrastructure to provide a reliable water supply to 1.7 million customers.**

The Drought Pipeline Project will provide Salt and Verde River water supplies to areas of the city that are currently entirely dependent on Colorado River water. The project is essential to the economic health and vitality of Phoenix. This sustainability project will ensure all residents have access to safe, reliable, clean drinking water during the future times of shortage on the Colorado River. This project will be financed using sustainability bonds, a result of the recent development of the Green and Sustainability Bond Framework. This will result in loan service cost savings.

**CITY LEAD** // Water Services

**PARTNERSHIPS** // Street Transportation, Finance

**TIMEFRAME** // Short Term

## TARGET 1

To be determined

W1.2

*Ongoing Actions*

**Continue to bank water, which is storing water underground for use at a later date.**

Arizona is a leader in water banking, the practice of storing water underground to be used later. Millions of acre-feet of water have been banked in Central Arizona aquifers through the Arizona Water Banking Authority. The water that is delivered to residents comes from renewable surface water supplies, so that groundwater can be saved for the future. In addition, a water-sharing agreement with Tucson will continue, where Phoenix will store some of its unused Colorado River water in aquifers in Tucson. In times of shortage, Tucson will give Phoenix some of its Colorado River water allocation in exchange for this stored water.

**CITY LEAD** // Water Services

**PARTNERSHIPS** // City of Tucson, Arizona Water Banking Authority

**TIMEFRAME** // Short Term

## BASELINE

To be determined

## GOAL 2

*Improve conservation of water resources by improving stormwater management, optimizing water use, conducting water audits, and utilizing wastewater.*

W2.1

*Ongoing Actions*

### Improve stormwater drainage capacity and reduce backup surging at Phoenix Sky Harbor International Airport.

Phoenix Sky Harbor International Airport, located at the end of the Camelback Mountain south watershed, will improve stormwater drainage efficiency by performing preventative maintenance that will improve capacity and reduce backup surging preventing flooding and contamination of the stormwater runoff.

**CITY LEAD** // Aviation

**PARTNERSHIPS** // Water Services, Finance

**TIMEFRAME** // Short Term

## TARGET 2

To be determined

W2.2

*Ongoing Actions*

### Identify and implement water saving measures on city of Phoenix facilities and processes.

A city-wide Internal Water Efficiency Task Force was created to monitor water used by municipal operations to identify and implement water saving measures. As a result of the task force, water use dropped 46.5 million gallons. On-going tracking of water usage in Parks and Aviation Departments is possible by a GIS program developed by Water Services Department.

**CITY LEAD** // Water Services

**PARTNERSHIPS** // All Departments

**TIMEFRAME** // Short Term

## BASELINE

To be determined

**Implement successful Phoenix Sky Harbor International Airport commercial cooling tower system upgrade program in other processes throughout city of Phoenix and encourage commercial and industrial adoption of process.**

Cooling towers are one of Phoenix's highest volume water uses. The Cooling Tower System Upgrade was successfully completed reducing water use by 20%. This cooling water treatment system was also installed as part of the Terminal Modernization Project and a system is now being installed in the Rental Car Center. Future opportunities are being investigated for municipal operations and commercial use.

**CITY LEAD //** Aviation

**PARTNERSHIPS //**

**TIMEFRAME //** Short Term

## Cooling Towers

Water used by cooling towers to remove heat from buildings can account for as much as half of all water use in some commercial buildings in the Southwest. At Sky Harbor Airport's Terminal 4, the water meter that provides make-up water for the cooling towers is one of Phoenix's highest volume water meters. A pilot project to install a system that softens the make-up water increases the cycles of concentration and reduce water use by 20%. Furthermore, using a mixed oxidant generator system eliminates the use of harsh biocide chemicals that are both dangerous and expensive. Initial estimates inferred that the water savings would be 10,000,000 gallons per year. It has been over two years since the project was concluded, and the results are in with more than 21,000,000 gallons of water and thousands of pounds of chemicals saved in 2019. The project was so successful that the systems are now a standard central plant design, and similar systems have been installed at the Terminal 3 Central Plant and Rental Car Center Central Plant. The cost savings of these upgrades are achieved by the elimination of purchasing biocide chemicals, reduced water use, and increased system life. A principal factor of this type of system is that it can be scaled up or down in size to accommodate almost any size cooling tower.

Reducing water usage has saved power, which helps diminish the city's overall carbon footprint. These success stories benefit the Phoenicians and the annual 46 million visitors (pre-pandemic) visitors that pass-through Sky Harbor by keeping them cool and comfortable during their travels.



**Cooling tower and associated water-pretreatment equipment located at Phoenix Sky Harbor International Airport.**

**Implement the use of the Greater Phoenix Green Infrastructure and Low Impact Development Details for Alternative Stormwater Management.**

The Greater Phoenix Green Infrastructure and Low Impact Development Details for Alternative Stormwater Management is a handbook that provides technical standard details and specifications (TSDS) to be used for low impact development to members of the design, planning and development communities in Maricopa County. These TSDS will primarily be used on right of way projects and can be implemented in private projects. Using the handbook will result in environmental benefits, water conservation, urban heat reduction, improvement in public health and additional green spaces.

**CITY LEAD //** Planning and Development, Water Services,  
Office of Environmental Programs

**PARTNERSHIPS //** MAG, ADEQ, ASU

**TIMEFRAME //** Short Term



## GOAL 3

*Increase outreach and provide programs to residents and businesses to reduce water use to 155 GPCD by 2030.*

W3.1

Pending Actions

**Expand existing SRP program that subsidizes cost of irrigation controllers for residential use.**

Water conservation has always been part of Phoenix's strategy to maintain a 100-year water supply. Residents are encouraged to adopt xeriscape landscaping with efficient irrigation controllers through a program that subsidizes the cost of smart irrigation controllers for residential use. Expanding this program will reduce water use and lower costs for residents.

**CITY LEAD //** Water Services

**PARTNERSHIPS //** SRP

**TIMEFRAME //** Short Term

## TARGET 3

**155 GPCD  
by 2030**

W3.2

Pending Actions

**Expand Toilet Retrofit Program to include a low-income program and other incentives.**

To conserve water, the feasibility of a new toilet retrofit program is being evaluated. The elements that the program will contain are a low-income program that includes toilet and professional installation at no cost to customer and a flat rebate program to all customers that purchase and install a low flow toilet that uses 1.28 gallons per flush.

**CITY LEAD //** Water Services

**PARTNERSHIPS //**

**TIMEFRAME //** Short Term

## BASELINE

**170 GPCD**

Phoenix has reduced the number of gallons per capita per day (GPCD) it uses by nearly **30%** over the last twenty years, despite an increase of almost **400,000** additional residents.

**Expand the Homeowners Association Audit Program.**

Homeowners Associations (HOA) use water to maintain common landscaped areas, which can lead to high costs and high water usage to keep the areas looking attractive. Up to 70% of water used by residents is for outdoor watering. Phoenix piloted a HOA Audit Program that conducted nine audits of outdoor water use within common areas managed by HOAs. Based on that pilot, the potential average savings for the HOAs that volunteered to participate was 4.5 million gallons per year if they implemented the recommendations from the audit. The program will be expanded from pilot to ongoing program by increasing the number of inspections from nine to 40.

**CITY LEAD //** Water Services

**PARTNERSHIPS //**

**TIMEFRAME //** Short Term

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# ACTIONS MATRIX - STATIONARY ENERGY

STATIONARY ENERGY SECTOR (SES)				
GOAL SES1	Achieve net-zero GHG emissions for municipal operations electricity use by 2030 through renewable energy projects, energy efficiency upgrades, and utility partnerships.			
Quickstart Actions		City Lead	Partnerships	Timeframe
SES1.1	<p><b>Install solar energy generation systems on city housing neighborhoods.</b></p> <p>City housing developments will include solar power generation as part of the APS Solar Communities Program. Solar installations will promote equity in the distribution of resources to overburdened communities, and will demonstrate our commitment to sustainability investments in all of our communities.</p>	Housing	APS	Short Term
SES1.2	<p><b>Replace lighting in municipal operations with light emitting diodes (LEDs) to reduce electricity consumption.</b></p> <p>Replacing incandescent and fluorescent lighting in municipal operations with LEDs results in lower electricity consumption and longer lifetime of the device.</p>	Public Works, Convention Center, Police, Information Technology Services, Water Services, Aviation		Short Term
<b>Ongoing Actions</b>				
SES1.3	<p><b>Double the solar energy generation systems installed on city-owned infrastructure adding 30 MW of new solar capacity by 2030.</b></p> <p>The cost of solar photovoltaic systems has dropped 80% from 2010 costs. In most cases, solar rooftop, ground mount and carport arrays now provide electricity at cost parity with utility company power. The city energy team has developed over 40 behind-the-meter solar projects on city properties, ranging from 3 kW to 5 MW.</p>	Office of Sustainability	All Departments, renewable energy developers, and utilities	Long Term
SES1.4	<p><b>Replace heating, ventilation, and air conditioning (HVAC) equipment units to increase energy efficiency and phase out R-22 refrigerant.</b></p> <p>The Montreal Protocol requires the U.S. to reduce its consumption of hydrochlorofluorocarbons (HCFCs) by 99.5% necessitating that equipment utilizing refrigerants be phased out. Approximately 300 of 900 HVAC units using this R-22 refrigerant have been replaced.</p>	Public Works		Medium Term
SES1.5	<p><b>Use Energy Management Plans to identify opportunities to reduce energy use and cost at city-owned facilities.</b></p> <p>An energy management program (EMP) is developed for each city building or process to support conservation and energy efficiency.</p>	All Departments		Short Term
SES1.6	<p><b>Contract with Partners to secure 250 MW of utility-scale renewable energy projects, to offset or displace 100% of utility provided electricity consumed in city operations by 2030.</b></p> <p>After lowering city operations energy use through energy conservation and efficiency programs, and building on-site solar projects to the extent practical, offset the remaining electricity used in city operations through utility-scale renewable energy projects. These may be developed by a range of procurement tools that assure financial responsibility to our taxpayers, minimal financial and business risks to city budgets and verifiable additionality of carbon reduction to city operations.</p>	Office of Sustainability	APS, SRP, Renewable Energy Providers	Medium Term
<b>Pending Actions</b>				
SES1.7	<p><b>Install solar energy generation systems at Aviation Department properties, including Phoenix Sky Harbor International Airport.</b></p> <p>Six MW of solar energy currently power the Phoenix's Sky Harbor Rental Car Center, several parking garages for the flying public, and Aviation Headquarters at Phoenix Sky Harbor International Airport. Additional arrays are planned for Terminal 4 and short-term parking facilities, as well as for Aviation properties at remote sites.</p>	Aviation	APS	Long Term

# ACTIONS MATRIX - STATIONARY ENERGY

SES1.8	<b>Install solar energy generation systems at landfills.</b> Landfills are potential candidates for placing large solar energy generation systems. The SR-85 landfill has an existing 10 MW solar field operated by Arizona Public Services (APS) and other portions of the 2,650-acre landfill site are amenable to additional solar projects.	Public Works	APS	Long Term
SES1.9	<b>Install solar energy generation systems at water and wastewater treatment plants.</b> In 2013, a 7.5 MW solar array was constructed at the Lake Pleasant Water Treatment Plant (the renewable energy credits were sold). Water treatment consumes very large quantities of electricity. The city's other four water treatment plants and two wastewater treatment plants have significant potential to host new solar.	Water Services	SunPower Corp.	Long Term
SES1.10	<b>Emerging Technologies Program research on new and innovative ways to save energy for municipal operations.</b> Investigate new and innovative ways that save energy by evaluating technologies that reduce cooling loads in a facility.	Public Works	Office of Sustainability	Short Term
SES1.11	<b>Replace with: Reduce energy consumption at city facilities by 30% by 2030 (2012 baseline).</b> Electricity consumed by municipal operations of the City of Phoenix totaled about 581,000,000 kWh in 2020, or about 5% of all electricity used in the city limits. Services that consume that energy include emergency response; neighborhood services, housing, elderly and other community services; water treatment and delivery, and wastewater treatment; aviation services at three airports; monitoring and environmental services; convention and cultural facilities; and support services. Energy consumption will be reduced by through increased building and process efficiencies.	Office of Sustainability	All Departments	Medium Term
<b>GOAL SES2</b>		<b>Support energy-efficiency upgrades to existing buildings throughout the city by developing three new community-wide conservation and renewable-energy programs including educational programs and incentives to conserve energy by 2025.</b>		
<b>Ongoing Actions</b>		<b>City Lead</b>	<b>Partnerships</b>	<b>Timeframe</b>
SES2.1	<b>Provide services and products to enhance and promote the provision of safe, efficient, sustainable and affordable residences and neighborhoods.</b> Administer programs citywide that provide low- and moderate-income Phoenix residents access to housing rehabilitation services for homeowners and renters, which address emergency health and safety concerns, stabilize critical systems, remediate lead hazards, and improve energy efficiency; and preserve naturally occurring affordable rental housing.	Neighborhood Service	Non-Profits, Small Businesses, Community Partners	Short Term
<b>Pending Actions</b>				
SES2.2	<b>Attract sustainable and inclusive businesses by developing entrepreneurship and leadership programs to achieve 2050 goals.</b> Create, launch and lead a new business attraction strategy designed to recruit both national and international low and post-carbon companies to the city of Phoenix. Develop an inclusive entrepreneurship program that addresses the systemic barriers to wealth generation and small business formation, serves communities most impacted by the effects of climate change and supports and promotes the growth of entrepreneurs and innovators developing business models around climate action.	Community and Economic Development	Arizona State University, Arizona State Workforce Board, Maricopa County Community College	Short Term
SES2.3	<b>Strongly advocate for distributed solar energy systems (rooftop and carport solar) and for a cleaner electric grid, with more utility-scale solar arrays.</b> As a C40 City, Phoenix is a recognized leader in local and state efforts to advocate for a cleaner grid and increased access to solar. With direction from the Mayor and City Council, the city will work towards increased sustainable policies and actions alongside utilities, financial institutions, and policymakers at the local to national levels.	Office of Government Relations, Office of Sustainability		Medium Term

# ACTIONS MATRIX - STATIONARY ENERGY

<b>GOAL SES3</b>	Promote development of community-wide energy projects, including microgrids, that improve the sustainability and resilience of the surrounding community's electricity grid.			
<b>Pending Actions</b>		<b>City Lead</b>	<b>Partnerships</b>	<b>Timeframe</b>
SES3.1	<p>Install microgrids in city-owned facilities that serve the city's redundancy needs and utilities long-term energy goals.</p> <p>During the 23rd Ave Wastewater Treatment Plant (WWTP) Power Redundancy study, Phoenix partnered with APS to install a microgrid that would serve both the city's power redundancy needs and APS's long-term goals. Additional power redundancy studies will be conducted at different facilities. Microgrids will be installed at those facilities identified to show a benefit to the power redundancy needs at those locations.</p>	Water Services	APS	Short Term
<b>GOAL SES4</b>	<b>Design and construct all new buildings within the city to Living Building Challenge, Net-Positive Design, or equivalent design standards by 2050.</b>			
<b>Pending Actions</b>		<b>City Lead</b>	<b>Partnerships</b>	<b>Timeframe</b>
SES4.1	<p>Update zoning and other codes and streamline permitting processes for green/sustainable construction and renewable energy (solar) projects to reduce barriers for consumers.</p> <p>Updating zoning and other planning and development codes to promote green/sustainable construction projects to match internationally recognized sustainability codes. Currently, compliance with the 2012 International Green Construction Code is voluntary. A study of options for ordinances for electric vehicle charging stations and associated infrastructure is being conducted. The city continues to explore photovoltaic solar design software solutions that would ensure code compliance, eliminate the need for plan review and reduce solar permit processing time.</p>	Planning and Development		Short Term
SES4.2	<p><b>Develop embodied carbon calculators applicable to the Phoenix climate and building materials used within the region.</b></p> <p>Work with providers of embodied carbon calculators to develop calculators applicable to our climate zone and to test those tools on a sample of the building stock. These calculators can then be used to determine which methods of construction can be used to lower GHG impact.</p>	Planning and Development		Medium Term
SES4.3	<p><b>Design and construct all city of Phoenix municipal operations facilities to Living Building Challenge, Net Positive Design, or equivalent design standards by 2050.</b></p> <p>The Living Building Challenge is an international sustainable building certification program that promotes the most advanced measurement of sustainability in the built environment. On July 6, 2018, the Phoenix City Council adopted the 2018 International Energy Conservation Code (2018 IECC), which is a model code that establishes minimum design and construction requirements for energy efficiency.</p>	Planning and Development		Long Term
SES4.4	<p><b>Develop incentives and standards to foster private sector developments that meet or exceed the Living Building Challenge, Net Positive Design, or equivalent design standards by 2050.</b></p> <p>New incentives to foster private sector developments that meet or exceed the Living Building Challenge, Net Positive Design, or equivalent design standards, are necessary to spur innovation, create showcase projects, and build capacity in the industry. Planning and Development will work with industry to accelerate high-performance building in the region. Phoenix is currently in the plan review stage for construction of the city's first net-zero building in collaboration with the Sonoran Studio.</p>	Planning and Development	All Departments	Long Term

# ACTIONS MATRIX - STATIONARY ENERGY

GOAL SES5	Support policies and projects that help shape an electricity grid that is net-zero GHG emissions by 2050.		
Pending Actions	City Lead	Partnerships	Timeframe
SES5.1 <b>Increase renewable and clean energy resources.</b> APS and SRP are the utilities that serve Phoenix and the surrounding areas. By 2030, APS set a goal to achieve a resource mix that is 65% clean energy, with 45% coming from renewable energy by 2030. APS has also announced a goal to deliver 100% clean, carbon-free electricity by 2050. SRP set a goal to reduce the amount of carbon dioxide emissions emitted per megawatt-hour by 62% from 2005 levels by 2035 and by 90% by 2050.	Office of Sustainability	APS, SRP	Long Term
SES5.2 <b>Leverage the city's purchasing power to procure 100% renewable electricity for municipal operations.</b> Municipal operations are responsible for 3.8% of Phoenix's total GHG emissions from electricity use based on the 2018 GHG emissions inventory. To demonstrate leadership, the city has committed to procure 100% renewable electricity for municipal operations by 2030. In 2020, Phoenix began receiving electricity from SRP's 10.7 MW Saint Solar power plant in Coolidge, Arizona.	Office of Sustainability	APS, SRP	Long Term

# ACTIONS MATRIX - TRANSPORTATION

TRANSPORTATION SECTOR (TS)				
GOAL TS1	Implement the city's Complete Streets Policy and Active Transportation program to encourage multiple modes of transportation, particularly within and connecting to Transit Oriented Development Districts, Village Cores and Centers.			
Ongoing Actions		City Lead	Partnerships	Timeframe
TS1.1	<p>Increase bike lane mileage in the city of Phoenix and ensure the bicycle network is connected and comfortable for riders of all ages and abilities.</p> <p>Bicycling promotes a healthy lifestyle and has significantly lower emissions and requires much less infrastructure than a motor vehicle. Phoenix City Council adopted the Comprehensive Bicycle Master Plan in November 2014. This plan will help develop a comprehensive bicycle network that is fully connected with the Phoenix community and other transportation networks. There are 1,065 miles of bi-directional bike lanes with a goal of 1,995 miles by 2050. In addition to the Comprehensive Bicycle Master Plan, the T2050 Mobility Improvements subprogram was established to improve neighborhood mobility through the construction of new sidewalks and multi-modal connectivity through the provision of new bicycle facilities.</p>	Street Transportation		Long Term
Pending Actions				
TS1.2	<p>Create a network of multi-use paths along the existing canal network in Phoenix.</p> <p>The canal network is used to transport water throughout Phoenix and provides an opportunity to incorporate alternative mobility improvements along its banks. In 2020, Phoenix opened the initial 12 miles of shared use path along the Grand Canal in Central Phoenix from Interstate 17 to the city of Tempe. This shared use path provides safe and convenient walking and biking access between neighborhoods, transit corridors, local employment, shopping, education and recreation centers. The next segment began design in late 2020 with implementation by late 2023. 45% of canals have paved paths. By 2050, 90% of canals will have paved and connected paths, with crossings at major streets or barriers.</p>	Street Transportation	ADOT, MAG, SRP	Long Term
TS1.3	<p>Develop a series of corridors with a strong emphasis on active transportation and connections to high-capacity transit corridors.</p> <p>Two city-wide initiatives, the Key Corridor Master Plan (K CMP) and Active Transportation Plan, currently underway will help develop a more robust bicycle and pedestrian network throughout the 15 villages in Phoenix.</p>	Street Transportation	MAG	Long Term
TS1.4	<p>Support the development of communities that prioritize walking, biking, and using transit as part of the city's ongoing Transit Oriented Development efforts.</p> <p>Transit Oriented Development (TOD) is broadly defined as compact, pedestrian-scaled, mixed use development strategically located within a short walk of high capacity transit. TOD provides opportunities for residential, business, and recreation spaces within walking distance of public transit such as the light rail line. This close proximity reduces commute times and the loss of productivity associated with traffic congestion. The intent of TOD is to make walking, bicycling and using transit convenient, safe and enjoyable for daily life. The total acreage of expanded infill development within TOD areas is 403 acres. 707 affordable housing units have been developed within the TOD areas. Over seven miles of bike lanes have been added to TOD areas. This process establishes a new, transitoriented model for urban planning and development along the city's light rail system.</p>	Planning and Development	All Departments	Long Term

# ACTIONS MATRIX - TRANSPORTATION

GOAL TS2		Increase the community-wide use of low carbon fuels (i.e., fuels other than gasoline and diesel).			
Ongoing Actions			City Lead	Partnerships	Timeframe
TS2.1	All city of Phoenix fleet will be fueled by alternative fuels or GHG net-zero fuels, including electricity.	The city fleet will continue to transition to low carbon alternative fuels. Currently, 73% of the fuel used by the fleet is powered by an alternative fuel. Electric medium and heavy-duty vehicles, such as fire trucks, street sweepers, buses, and refuse trucks are becoming available on the market, providing for more alternative fuel vehicle options. Hydrogen may also play a significant role as a fuel for medium-and heavy-duty vehicles in the long term.	Public Works, Public Transit, Aviation, Police, Fire		Long Term
TS2.2	<b>The majority of new garbage trucks will be replaced with cleaner burning options such as compressed natural gas (CNG) or electric as they become available.</b>  As part of cleaner air initiatives, diesel-engine solid waste trucks are being replaced with CNG-fueled ones, increasing air quality and reducing GHG emissions. Nearly every new garbage truck is powered by CNG and is slow filled overnight in the yard where they are maintained. CNG fuel reduces emissions and particulates and with overnight fueling saves employee time waiting in line to fuel daily, further reducing emissions. By 2030, the majority of existing garbage trucks will be replaced with cleaner burning alternative fuel trucks. The Solid Waste Field Services division utilizes a fleet of alternative fuel equipment to collect, reuse and recycle green organics, and bulk trash from approximately 400,000 residential customers each week and uses 100% alternative fuel, with 150 units using CNG, and 60 of which use ultra-low NOx CNG engines.		Public Works		Medium Term
Pending Actions					
TS2.3	<b>Advocate for state and local regulations that promote alternative fuel sales in the Phoenix metropolitan area.</b>  Alternative fuels are fuels that are not gasoline or regular diesel. These fuels are used in place of fossil fuels to decrease GHG emissions. It is important to advocate for further local GHG emissions reductions from state and local regulations that promote alternative fuel sales in the Phoenix metropolitan area as directed by the Mayor and City Council.		Office of Government Relations	ADEQ	Short Term
GOAL TS3		Rapidly accelerate electric vehicle (EV) adoption in the community and expand publicly accessible EV charging infrastructure throughout the city to result in 50% of all vehicle sales being electric vehicles by 2030.			
Quickstart Actions			City Lead	Partnerships	Timeframe
TS3.1	<b>Complete construction of the PHX Sky Train®.</b>  The automated PHX Sky Train® connects travelers between the Valley Metro Light Rail 44th Street and Washington stop and the airport. 1.9 miles have been completed with 2.5 additional miles scheduled for completion by 2022.		Aviation	Valley Metro	Short Term
TS3.2	<b>Increase EV Infrastructure development in single-family, multi-family and commercial properties through incentives and building codes.</b>  Planning and Development staff will collaborate with building organizations and other stakeholders to identify incentives and code considerations and ensure all concerns are addressed and incorporated into the building code adoption process. An EV Ready Building Code Policy will be developed and incentives addressing EV charging parking requirements for new multi-family and commercial construction developments and connection requirements for new single-family construction to include information on conduit, wiring, and electrical capacity. A strategy will be developed to streamline the administrative process and decrease application timelines for simplifying the city permitting process for property owners who wish to install charging infrastructure on existing single-family, multi-family, and commercial properties.	Office of Sustainability, Planning and Development	APS, SRP, Developers	Short Term	

# ACTIONS MATRIX - TRANSPORTATION

Ongoing Actions	City Lead	Partnerships	Timeframe
<b>TS3.3 Develop community outreach and EV engagement campaign and EV Roadmap Action Plan.</b> Engage regional businesses and EV stakeholder groups to advance EV initiatives. Launch education and outreach campaigns to bring awareness of EV benefits, costs, charging basics, and incentives available to assist in promoting the advancement of EV adoption. Create city staff EV team to act as internal EV advocacy and outreach ambassadors to assist in informing Departments and participating in EV events. Develop an equity-based EV Roadmap that outlines the steps to achieve the 2030 EV goals.	Office of Sustainability	ASU, APS, SRP, Local Auto Dealers	Short Term
<b>TS3.4 Implement equity principles into EV policies and programs.</b> Develop a strategy to expand eMobility access to overburdened communities that have relatively fewer transportation resources and options and that are impacted the most by climate change. Promote inclusive collaboration to ensure all communities have a voice in helping to shape EV policies and programs. Prioritize initiatives that maximize benefits to vulnerable communities. Potential initiatives could be related to rebates for members of income qualifying programs that target the purchase of EV or EV charging stations, car-share programs, micromobility incentives for e-bikes and e-scooters, or other clean energy transportation solutions.	Office of Sustainability	ASU, APS, SRP, Local Auto Dealers	Short Term
<b>TS3.5 Increase EV charging infrastructure installations on city managed/owned properties.</b> A citywide EV charging infrastructure plan and policy will be developed for Phoenix that will include equity considerations when identifying locations for EV charging accessible by the public, fleet and city employees. A citywide EV charging infrastructure plan and policy will be developed for Phoenix that will include equity considerations when identifying locations for EV charging stations. Continue to seek out funding opportunities to accelerate vehicle electrification and EV charging infrastructure that may significantly defray the cost of both new fleet vehicles and associated charging infrastructure.	All Departments	APS, SRP	Medium Term
<b>TS3.6 Replace the light-duty municipal internal combustion engine city fleet with EVs where operationally feasible.</b> An action team comprised of existing Fleet Managers and maintenance staff will be formed to provide training and awareness raising of vehicle makes and model opportunities that are available and forthcoming. A Green Fleets Program and Procurement Policy will be developed by 2022 that will reflect how decisions will be made about vehicle purchasing and replacement so that at each decision point, consideration and analysis is given to purchasing a vehicle that would reduce or eliminate carbon emissions. Update the centralized procurement policy and/or process to enable the consideration of total cost of ownership. Use vehicle lease-to-own programs, where financially sound, in accordance with the Climate Mayor's Purchasing Collaborative to procure future EVs. Conduct pilot programs to include medium to heavy duty fleet equipment (ex. transit buses, solid waste trucks, and street sweepers).	Public Works, Office of Sustainability, Aviation, Police, Fire	APS, SRP, Mayors Climate Purchasing Collaborative	Medium Term
<b>TS3.7 Increase EV adoption by the public to achieve 50% of new car sales to be EV by 2030.</b> Develop city incentive programs and strategies in partnership with utilities and stakeholders to increase the new vehicle purchases of PHEVs and BEVs market share from 2% to 50% by 2030. This target goal is in direct alignment with the federal administration's Executive Order issued on August 5, 2021, to set a new EV target adoption date. Coordinate with local auto dealers to develop programs and incentive opportunities to include purchase and leasing options. Raise awareness of the used car markets as viable purchasing options.	Office of Sustainability	APS, SRP, local auto dealers	Medium Term

# ACTIONS MATRIX - TRANSPORTATION

TS3.8	<p><b>Install electric vehicle charging stations for nonroad equipment on city of Phoenix Aviation properties.</b></p> <p>Using Voluntary Airport Low Emissions Program (VALE) grants, the Aviation Department is developing electric ground support equipment infrastructure at Phoenix Sky Harbor International Airport. Teaming with the airlines, over 100 fuel-driven ground support equipment units have been retired and replaced with electric units. Forty electric charging stations have been installed and additional infrastructure will be installed in future terminal construction projects.</p>	Aviation	Airlines, Maricopa County	Short Term
<b>Pending Actions</b>				
TS3.9	<p><b>Advocate for state and local regulations that incentivize that new vehicle sales in the Phoenix metropolitan area be battery-electric or plug-in electric vehicles, including electric vehicle charging infrastructure.</b></p> <p>Federal tax credits are available for some all-electric and plug-in hybrids models. Policy support at the state and local levels is needed to increase sales of electric vehicles and will be pursued as directed by the Mayor and City Council. This includes developing ordinances for electric vehicle charging infrastructure to support the adoption of electric vehicles.</p>	Office of Government Relations	Office of Sustainability, MAG, Maricopa County, APS, SRP	Short Term
<b>GOAL TS4</b>	<b>Reduce the percentage of single occupant vehicle trips taken to 60% of all trips, through land use and transportation investments that encourage walkable and transit oriented communities while maintaining a thriving economy.</b>			
<b>Quickstart Actions</b>		<b>City Lead</b>	<b>Partnerships</b>	<b>Timeframe</b>
TS4.1	<p><b>Establish a policy that promotes teleworking for city of Phoenix municipal operations.</b></p> <p>Maricopa County Ordinance P-7 Travel Reduction Program requires a reduction of the amount of travel performed in a single occupancy vehicle by using alternative forms of travel. Teleworking is an important element of a travel reduction plan and should be established for city of Phoenix employees where possible. It is also important to incentivize and promote teleworking for all employers, regardless of size. During the pandemic, 25% of employees participated in the telework program. An Ongoing Telework Program will be established to continue to allow those positions to continue teleworking, when possible.</p>	Human Resources Department	All Departments	Short Term
<b>Ongoing Actions</b>		<b>City Lead</b>	<b>Partnerships</b>	<b>Timeframe</b>
TS4.2	<p><b>Expand bus service network and service hours, and introduce new bus rapid transit corridors as part of T2050.</b></p> <p>The bus service network is being expanded to include 75 miles of bus rapid transit and corridors are being evaluated. Service hours have been increased to match light rail operating hours, with increased frequency on high-demand routes to every 15-minutes.</p>	Public Transit	Street Transportation, Valley Metro	Long Term
TS4.3	<p><b>Increase the number of light rail miles in Phoenix by adding high capacity corridors across the city as part of T2050.</b></p> <p>Light rail corridors are being constructed to connect the city. 42 miles of light rail will be added to the already existing 20 miles of light rail.</p>	Public Transit	Street Transportation, Valley Metro	Long Term
TS4.4	<p><b>Continuously evaluate routing efficiencies and reciprocal agreements as applicable.</b></p> <p>The Solid Waste division employs routing efficiencies and utilizes reciprocal agreements with private haulers and other municipal entities to reduce trips and distance traveled hauling garbage to transfer stations and landfill. These agreements provide economic value and increased service efficiency for the solid waste operations. In addition, the city is evaluating siting of new transfer stations to reduce emissions and miles driven.</p>	Public Works		Short Term

# ACTIONS MATRIX - TRANSPORTATION

TS4.5	<p><b>Transition to digital communications with residents, where possible, without a decrease in the level of service provided.</b></p> <p>A transition to digital communications will decrease GHG emissions by eliminating the need for printed materials and their distribution. It is important to consider residents who may not be able to receive communications digitally.</p>	Communications Office	Long Term
<b>Pending Actions</b>			
TS4.6	<p><b>Make job training for city of Phoenix employees available in a digital format.</b></p> <p>Providing job training in a digital format reduces GHG emissions. These reductions may come from reduced amount of travel to a training facility, reduction of space dedicated to training, and printing of training materials. Using Coronavirus Aid, Relief, and Economic Security (CARES) Act funds, a learning management system is being developed that will provide virtual learning opportunities with access to a large database of training material that will reduce in-person facilitation of training and reduced hard copy of training materials.</p>	Human Resources Department	Information Technology Services Department Short Term

# ACTIONS MATRIX - WASTE AS A RESOURCE

WASTE AS A RESOURCE (WR)				
GOAL WR1	Implement programs to reduce waste, increase the reuse, recycling and recovery of waste materials and promote social and economic value.			
	Quickstart Actions	City Lead	Partnerships	Timeframe
WR1.1	<p><b>Reuse recycled asphalt in street pavement pilot program.</b> The Reclaimed Asphalt Pavement (RAP) Project is assessing the cost effectiveness and performance using different proportions of RAP on Phoenix streets as part of traditional paving materials. Phase II was recently completed, which involved performance tests on a road section within the city. If the pilot is successful, this process will be applied on many city streets.</p>	Street Transportation	Public Works, Arizona State University	Short Term
Ongoing Actions				
WR1.2	<p><b>Continue to identify and collect waste materials to recycle.</b> Programs are in place to recycle used fluorescent lamps, tires, batteries and steel, which can generate revenue. In fiscal year 2019-2020, 27,343 tires and 10,350 batteries were recycled. Approximately 1,100 tons of steel is recycled annually.</p>	Public Works		Long Term
WR1.3	<p><b>Continue to implement reuse programs to eliminate waste by reusing items previously identified as waste.</b> Waste materials are identified and collected for reuse. The Make Ready program reuses auto parts reducing waste sent to the landfill and saving over \$120,000 in fiscal year 2019-2020.</p>	Public Works		Long Term
WR1.4	<p><b>Continue to implement waste reduction programs at the two material recovery facilities, including a composting facility that recovers organic waste.</b> Material recovery facilities (MRFs) are specialized facilities that receive, separate, and prepare recyclable materials for sale. Phoenix has two MRFs, one at the North Gateway Transfer Station and one at the 27th Avenue Transfer Station. The city's composting facility was opened in 2017 and is a key component of Reimagine Phoenix. Phoenix processes roughly 169,000 tons of recyclables and 55,000 tons of organic waste per year at these facilities.</p>	Public Works		Long Term
WR1.5	<p><b>Use the Adaptive Reuse Program to continue to assist with streamlining the process and steps required to repurpose existing buildings for new business uses.</b> Repurposing existing buildings for new uses can be challenging. Phoenix's Adaptive Reuse Program encourages the reuse (recycling) of buildings to promote business uses and offers incentives that help bring life to underutilized buildings, supports local businesses, takes advantage of existing infrastructure and supports our neighborhoods. During the past five years, the city of Phoenix has assisted 151 qualified adaptive reuse projects by providing over \$450,000 in Adaptive Reuse Incentives.</p>	Planning and Development		Long Term

# ACTIONS MATRIX - WASTE AS A RESOURCE

		<b>Reduce GHG emissions resulting from the degradation of waste by capturing landfill gas and converting 100% of the methane (up to 1,500 SCFM) from the SR 85 landfill into renewable natural gas as a substitute for fossil natural gas. Have contract executed and facility constructed and operational by March 2023.</b>			
<b>GOAL WR2</b>	<b>Quickstart Actions</b>		<b>City Lead</b>	<b>Partnerships</b>	<b>Timeframe</b>
WR2.1	<p>Capture and reuse methane as vehicle fuel as part of the Landfill Gas Recovery Project at SR-85 Landfill.</p> <p>State Route 85 (SR-85) Landfill is Phoenix's only active landfill and receives over one million tons of waste per year from Phoenix and other sources. The waste decomposes and produces landfill gas that is roughly half methane and half carbon dioxide. A project will be developed in the future to capture the landfill gas and use it as fuel.</p>		Public Works		Short Term
<b>Ongoing Actions</b>					
WR2.2	<p>Continue to utilize methane capture systems on active and decommissioned landfills to oxidize methane that is produced to reduce GHG emissions potential.</p> <p>Landfill gas capture systems are utilized at SR-85, the city's only active landfill, and decommissioned landfills, including Skunk Creek, 27th Avenue, Deer Valley, 19th Avenue, and Del Rio landfills. These systems capture methane gas that is produced by decomposing waste and is combusted to produce a less GHG intensive gas.</p>		Public Works		Short Term
<b>GOAL WR3</b>	<b>Increase waste-diversion participation by all residents and businesses.</b>				
<b>Ongoing Actions</b>		<b>City Lead</b>	<b>Partnerships</b>	<b>Timeframe</b>	
WR3.1	<p>Provide outreach and feedback to residents what can and cannot be recycled through presentations to schools and communities.</p> <p>The Zero Waste team provides education on proper recycling, including group tours of the city's North Gateway Transfer Station and MRF, educational presentations to schools, neighborhood and community meetings, and hosting informational booths at community events. In 2019, the Public Works Zero Waste team interacted with approximately 23,500 community members. In 2020, the Zero Waste team extended its reach through digital efforts including the creation of Recycle+, the transition to virtual presentations, and the development of more online resource documents. These digital practices will continue to provide residents additional access to the team.</p>	Public Works			Short Term
<b>Pending Actions</b>					
WR3.2	<p><b>Increase organic diversion from the landfill.</b></p> <p>Waste diversion efforts include diversion of organic materials. Through the Green Organics Residential Collection program, organic material, like yard trimmings, untreated wood, tree fruit, and cactus, is collected from residential properties. Additional material is collected directly by the transfer stations. Program goals include establishing value in the local compost market by manufacturing a high-quality compost, reducing environmental and climate impacts from landfilling, and creating more community awareness around organic commodities and waste.</p>	Public Works			Short Term
WR3.3	<p><b>Increase number of businesses that participate in the Phoenix Green Business Leader Program that recognizes Phoenix businesses that have sustainable practices, including increased waste diversion.</b></p> <p>The Green Business Leader (GBL) program started in 2017 as part of the Reimagine Phoenix initiative to create public-private partnerships to further waste diversion in the city. In 2019, the GBL program expanded to recognize businesses for efforts around water conservation, energy efficiency and sustainable purchasing, in addition to waste diversion. There are more than 100 certified Green Businesses.</p>	Public Works	Office of Sustainability, Office of Environmental Programs, Water Services		Short Term

# ACTIONS MATRIX - WASTE AS A RESOURCE

WR3.4	<p><b>Increase number of businesses that participate in the “green tenant” program at Sky Harbor International Airport.</b></p> <p>As part of the Aviation Department Sustainability Management Plan Update, a voluntary “Green Tenant” program is being developed to encourage greater collaboration between the Aviation Department and airport tenants on airport sustainability goals. The Aviation Department met the waste diversion goal of 40 percent in 2019, a year earlier than targeted.</p>	Aviation	Airport Tenants	Short Term
WR3.5	<p><b>Increase the number of existing buildings that are repurposed instead of demolished.</b></p> <p>In addition to reuse of materials, it is important to reuse buildings through the Adaptive Reuse Ordinance where existing buildings are repurposed. There are eleven adaptive reuse projects underway in Eastlake-Garfield, four in Midtown, nine in Uptown, and two in Gateway.</p>	Planning and Development		Long Term
<b>GOAL WR4</b>		<b>Transition to green alternatives from environmentally hazardous materials.</b>		
WR4.1	<p><b>Continue using vegetable-based inks that are formulated to reduce solvents.</b></p> <p>Volatile organic compounds are chemicals that evaporate quickly and are precursors to ozone. One way to limit their use is to transition to vegetable-based inks that are formulated to minimize and, in some cases, eliminate the use of volatile organic compounds as much as possible. The City Clerk Department Print Services Section currently uses vegetable-based inks.</p>	City Lead City Clerk	Partnerships State of Arizona	Timeframe Short Term
WR4.2	<p><b>Use digital communication or recycled paper when possible.</b></p> <p>To decrease the production of waste from paper-based transactions and communications, digital communications will replace paper-based communications. If paper is still necessary, the paper that is used should contain recycled content. City operations has recently transitioned to the use of 100% recycled paper.</p>	Communications, City Clerk, Human Resources		Short Term
WR4.3	<p><b>Update Sustainable Purchasing Policy to be applicable city-wide in future city contracts.</b></p> <p>The Sustainable Purchasing Policy was created to integrate contract provisions for more sustainable products and services and to consider the best value considering price, performance, and environmental characteristics over the lifecycle of the product or service. Currently, special terms and conditions exist for the Office of Environmental Programs regarding air quality, energy star/energy efficiency, environmentally-preferred products, hazardous materials, recovered materials, etc. These terms and conditions need to be updated to reflect current city environmental policy and then rolled-out citywide to procurement templates, barring conflicts with already existing regulations, so all departments and their respective vendors can more readily select, incorporate, and enforce them when applicable to their solicitations.</p>	Office of Environmental Programs	Finance	Short Term
<b>GOAL WR5</b>		<b>Expand brownfield redevelopment along the Rio Salado in Phoenix.</b>		
WR5.1	<p><b>Increase the cleanup and redevelopment of brownfields in the Rio Reimagined Project area.</b></p> <p>The Rio Reimagined Project encompasses more than 78,000 acres and 1,189 potential brownfields. Cleaning up and reuse of these properties brings community, economic, and environmental benefits. The Rio Salado, Agua Fria and Gila Rivers will be revitalized by reconnecting the community with the river and be a catalyst for economic growth. Utilize resources obtained through a U.S. EPA grants to conduct environmental assessments and cleanup.</p>	City Lead Office of Environmental Programs, Community and Economic Development	Partnerships U.S. EPA, ADEQ, ASU, Cities of Avondale, Buckeye, Mesa, and Tempe	Timeframe Medium Term

# ACTIONS MATRIX - WASTE AS A RESOURCE

GOAL WR6	Reduce GHG emissions from water and wastewater treatment by capturing biogas from treatment processes and increasing renewable sources of energy.	City Lead	Partnerships	Timeframe
Pending Actions				
WR6.1	<p>Identify water and wastewater facilities where biogas can be treated, transferred and sold as a renewable green energy commodity. Investigate other opportunities for biogas capture.</p> <p>Renewable energy projects provide biological sources of natural gas, which can displace natural gas from fossil fuel sources. Biogas that is produced as a result of treatment at the wastewater treatment plants contains methane. As part of the city's pledge to be a sustainable and cost-effective utility, a renewable energy project at 91st Avenue Wastewater Treatment Plant treats, transfers and sells biogas as a renewable green energy commodity. The city will investigate other opportunities for biogas capture at other water and wastewater treatment facilities.</p>	Water Services	Ameresco, Inc.	Short Term

# ACTIONS MATRIX - AIR QUALITY

AIR QUALITY (AQ)		GOAL AQ1	Meet U.S. EPA National Ambient Air Quality Standards (NAAQS).		
Quickstart Actions			City Lead	Partnerships	Timeframe
AQ1.1	<b>Establish air pollutant baseline levels and set reduction targets that meet NAAQS.</b>  These targets will put us on a path towards meeting World Health Organization Air Quality Guidelines for particulate matter, nitrogen dioxide, ozone, and sulfur dioxide. Phoenix already meets the Guidelines for nitrogen dioxide and sulfur dioxide.		Office of Environmental Programs	Maricopa County Air Quality Department, Maricopa Association of Governments	Short Term
AQ1.2	<b>Implement new substantive policies and programs to address top causes of air pollution emissions within Phoenix and under Phoenix's control by 2025.</b>  Within five years, Phoenix will implement new substantive policies and programs to complement those policies and programs already in place. Some of these already exist and only need to be fully implemented, like the expansion of the public transit system, including light rail, and the creation of safe and accessible walkways and bike paths to commute. Many of the actions within the climate action plan will contribute to decreasing air pollution emissions throughout the city and region. New policies and programs may include increased air quality monitoring, financial incentives, and increased education and outreach.		Office of Environmental Programs	Maricopa County Air Quality Department	Short Term
AQ1.3	<b>Publicly report annually on progress in reducing pollution levels relative to targets and achieving the commitments in the Clean Air Cities Declaration.</b>  Progress will be reported annually to C40 Clean Air Cities and be made available publicly.		Office of Environmental Programs	Communications Office	Short Term

# ACTIONS MATRIX - LOCAL FOOD SYSTEMS

LOCAL FOOD SYSTEMS (LFS)			
GOAL LFS1	All people living in Phoenix will have enough to eat and have access to affordable, healthy, local, and culturally appropriate food.	City Lead	Partnerships
Pending Actions			Timeframe
LFS1.1	<p>Incorporate agriculture, food processing, and distribution into existing and future land use plans. Collaborate with key partners to facilitate new opportunities for urban-scale gardens, farms, gleaning, and distribution systems.</p> <p>PlanPHX emphasizes the importance of residents having access to healthy food and sets measures for access within a ¼-mile. Policies that are supportive of food access should be integrated into future redevelopment, transit-oriented, and other land use plans. Explore criteria for various transportation, tree and shade, urban heat island and similar projects that create safe and convenient connections between residential neighborhoods and healthy food assets. Study the impacts of local food production on food equity and social justice for low income communities.</p>	Office of Environmental Programs	Planning and Development Short Term
LFS1.2	<p>Use existing financial resources for food production and infrastructure. Pursue grants and other funding opportunities that will enhance the community's access to healthy foods.</p> <p>Identify funding resources available through private sector, government, and philanthropic sources. It is important to determine the viability of using current funding mechanisms available from the city that can be used for food system improvements. Collaborate with key partners to facilitate new opportunities for urban-scale gardens, farms, gleaning, and distribution systems.</p>	Office of Environmental Programs	Governmental, philanthropic and place-based funders Short Term
LFS1.3	<p>Partner with schools and others to support and promote education for youth and adults.</p> <p>Support education and awareness on all aspects of the food system and create opportunities to create or enhance urban agriculture, health and nutrition education for youth, adults, and seniors. Collaborate with state and county agencies working with school districts in Phoenix and support Farm to Table programs in schools.</p>	Office of Environmental Programs	City of Phoenix Youth & Education Office, Phoenix School Districts, Nonprofits, community & grassroots organizations Short Term
LFS1.4	<p>Promote existing healthy food assets, such as farmers markets, grocery stores, retail, community gardens, farms, etc.</p> <p>Focus on efforts to address challenges within communities with limited access to fresh healthy food, followed by a city-wide approach to planning for food access for all communities. Identify existing food and farm assets within food desert areas, such as the South Phoenix and Maryvale communities. Develop asset maps that are accessible by residents thought a variety of communication tools, including online mapping, apps, social media with written resources available at city libraries, community centers, and recreation centers.</p>	Office of Environmental Programs	Community and Economic Development Short Term
GOAL LFS2	Businesses that produce, process, distribute, and sell local and healthy food will be recognized as integral to the economy and encouraged to grow and thrive in Phoenix.	City Lead	Partnerships
Pending Actions			Timeframe
LFS2.1	<p>Recognize food production as a highest and best use of land.</p> <p>Phoenix has the potential to be an agricultural technology innovation hub, with a focus on farming that is water efficient, restorative and adaptable to the arid climate and high temperatures. Coordination with internal and external economic development professionals will be done to evaluate the economic development potential of the food system as a local industry cluster. Create opportunities to connect food production businesses with available land. Continue to collaborate with academic partners to establish an agriculture technology initiative.</p>	Office of Environmental Programs	Community and Economic Development, University of Arizona, Arizona State University Short Term

# ACTIONS MATRIX - LOCAL FOOD SYSTEMS

LFS2.2	<b>existing and future economic development plans.</b> Assist agricultural entrepreneurs and existing food-related businesses and identify financial and technical resources and the most effective means to make those resources available. Develop comprehensive, user-friendly information on the requirements of food production, processing, and distribution businesses that is available from the city and through partners.	Office of Environmental Programs	Municipal/Regional/State Economic Development Organizations (EDOs)	Short Term
LFS2.3	<b>Establish a local food buying preference in future city contracts and include in current Sustainable Purchasing Policy.</b>  Develop appropriate contract language that can be incorporated into city contracts for the purchase of local food. Coordination with internal departments to develop guidelines and language, and potentially set procurement goals. Provide healthy, local produce to city employees through a Community Supported Agriculture (CSA) program and pilot in downtown city facilities initiated. Explore the development of healthy procurement guidelines for city events and facilities.	Office of Environmental Programs	Finance	Short Term
LFS2.4	<b>Partner with stakeholders to support and promote a Buy Local Food campaign.</b> Educate and engage residents on the benefits of purchasing locally-produced food. Develop a Buy Local Food Campaign in collaboration with partners, such as Local First Arizona Foundation and others. Partnership opportunities with grocers to further promote Buy Local will be established or enhanced.	Office of Environmental Programs	Local First Arizona Foundation, MarCo, Local Food Producers, Grocers	Short Term
<b>GOAL LFS3</b> <i>Growing food in Phoenix and the region will be easy and valued whether for personal or business use.</i>				
Pending Actions	City Lead	Partnerships	Timeframe	
LFS3.1	Update codes and ordinances where appropriate to eliminate barriers and encourage developing a healthy food infrastructure.  Existing zoning codes will be further clarified to clearly identify which zoning classifications and requirements are needed for various agricultural and food production uses, commercial and residential, including, hydroponic, aquaponics, growing inside structures, and for burgeoning uses, such as rooftop and building-integrated agriculture. Identify and update/amend appropriate sections of the zoning code to clearly identify zoning districts in which agricultural land uses are permitted. Develop definitions for agricultural land uses. Develop streamlined processes for agricultural zoning. Explore the development of an "Agritainment" zoning districts, and zoning incentive models (density, PAD district, similar zoning options) that encourages set asides of land for food production.	Office of Environmental Programs	Planning and Development, local food producers, and businesses	Short Term
LFS3.2	Explore development of agriculture community land trusts and/or preservation mechanisms.  Various mechanisms that could be used in concert with nonprofit and private partnerships to preserve land for food production will be identified, as well as best practices of other cities. Existing city policies impacting agricultural land uses will be reviewed. Recommendations will be made for new or modifications to existing policies.	Office of Environmental Programs	Community and Economic, Real Estate, Water Services, Planning and Development, MarCo, Arizona Community Land Trust	Short Term
LFS3.3	Explore the use of city-owned parcels as opportunities for urban agriculture, focused on food deserts within irrigation districts.  Develop, with city departments, guidelines on how to lease/buy city owned land for food production, including establishing appropriate minimum length of lease terms feasible for agriculture. Adopt policies allowing the use of park land and other city-owned land, where feasible and appropriate, for food production. An inventory of land potentially available for agricultural use will be created, including Brownfields. Upon identification of available city-owned land located in food desert and irrigation district areas, a Request for Proposal for agricultural development may be issued.	Office of Environmental Programs	Parks and Recreation, Public Works, Water Services, Real Estate	Short Term

# ACTIONS MATRIX - LOCAL FOOD SYSTEMS

LFS3.4	<p><b>Support the growth of land uses that contribute to a healthy and sustainable food system (i.e. grocery stores, community gardens, urban farms and other urban agriculture elements).</b></p> <p>In addition to city-owned land, there is the opportunity to support efforts to expand urban food production on residential, commercial and institutional properties. Support and encourage collaboration between public and private sectors and small/medium sized farms, food-hubs, mobile markets, co-ops, community and back-yard gardens. Establish community commercial kitchens and/or use existing commercial kitchens. Explore opportunities to work with vacant schools with kitchens to use as a training and economic development resource will be performed.</p>	Office of Environmental Programs	Planning and Development, Community and Economic Development, Greater Phoenix Economic Council, school districts	Short Term
LFS3.5	<p><b>Use existing and explore new job training resources, where feasible, and partner with others to provide training opportunities.</b></p> <p>A cornerstone in a sustainable local food system is the development of career pathways in farming. Support programs focused on training future farmers and collaborate with partners and institutions, such as the University of Arizona Cooperative Extension of Maricopa County. Identify other potential partners with a focus on providing training for new farmers. Facilitate business training programs for farmers to gain more marketing knowledge and expertise. Explore city policies that support the creation of agricultural employment training opportunities to further promote job creation in the agriculture sector.</p>	Office of Environmental Programs	City of Phoenix Workforce Development, Maricopa Community Colleges, University of Arizona	Short Term
<b>GOAL LFS4</b> <span style="background-color: #f0e68c; padding: 2px 5px;">Food-related waste will be prevented, reused, or recycled via sustainable food production practices that maintain a healthy environment.</span>				
Pending Actions		City Lead	Partnerships	Timeframe
LFS4.1	<p><b>Update codes and ordinances to clarify food waste diversion, i.e., composting opportunities.</b></p> <p>Providing clear and understandable codes and ordinances to clarify food waste diversion, such as composting, is essential to a thriving local food system. This includes identifying and updating/amending appropriate sections of the zoning code to clearly identify zoning requirements for composting opportunities.</p>	Office of Environmental Programs	Planning and Development, Public Works Department, MarCo, Business	Short Term
LFS4.2	<p><b>Support and promote methods to prevent edible food from entering the waste stream.</b></p> <p>A key factor in preventing food waste is to provide means for edible food to be consumed. In the United States an estimated 30-40% of food goes uneaten and ends up in landfills, further contributing to GHG emissions. Creating opportunities to provide edible food to those that don't have enough to eat involves collaborating with stakeholders to identify solutions. Opportunities for collaboration with other stakeholders involved in the prevention of food waste and food rescue will be evaluated.</p>	Office of Environmental Programs	Public Works, MarCo, Waste Not, restaurants, institutions	Short Term
LFS4.3	<p><b>Promote and support sustainable practices in all areas of the food system.</b></p> <p>The food economy is an integral contributor to the overall economic vitality of the City. Business opportunities are varied, from agricultural entrepreneurs, catering, restaurants, food trucks, mobile markets, retail, such as neighborhood bodegas or convenience stores, and for backyard gardeners to sell their produce. Identifying and providing business resources, including water and energy efficiency, regenerative agricultural practices, and safe food handling are keys to creating a sustainable food economy. Continue working toward development of a Sustainable Food Economy Accelerator for entrepreneurs. Identify mechanisms to assist food-related businesses, including technical assistance and financial resources.</p>	Office of Environmental Programs	Community and Economic Development, ASU, Cities within Maricopa County	Short Term

# ACTIONS MATRIX - LOCAL FOOD SYSTEMS

GOAL LFS5		Develop food policies and actions that address local and global challenges posed by climate change, urbanization, political and economic crises, population growth and other factors.		
Pending Actions		City Lead	Partnerships	Timeframe
LFS5.1	<p><b>Research policies and actions that plan for future shocks related to changing population growth, hazards, economic conditions and climate.</b></p> <p>Conduct research on best practices and explore ways to integrate food system resiliency within existing and future hazard mitigation, emergency response, and or resilience planning efforts. OEP would serve as the lead for food systems in future resilience planning. Coordination with City Departments and external stakeholders will identify opportunities for food system integration.</p>	Office of Environmental Programs	Stakeholders from within all aspects of the local food system.	Short Term
LFS5.2	<p><b>Convene local food producers with city staff, leaders, and elected officials to build trust and understanding.</b></p> <p>Create opportunities and collaborate with stakeholders to identify solutions for providing edible food to those that don't have enough to eat.</p>	Office of Environmental Programs	Phoenix elected officials and city departments, Local First Arizona Foundation, local food producers	Short Term
LFS5.3	<p><b>Explore funding opportunities from federal, state, and philanthropic organizations for food system activities and staff.</b></p> <p>Identify and submit for funding opportunities from federal, state, and philanthropic organizations for food system activities and staff. Resources to conduct recommended actions will be needed. Obtaining funding from all feasible and available resources will be paramount to the success of achieving the goals, strategies and actions identified.</p>	Office of Environmental Programs	Potential funders	Short Term
LFS5.4	<p><b>Complete a GHG Emissions Inventory for the local food system, defined as Maricopa County.</b></p> <p>Complete a GHG emissions inventory of the local food system, that is Maricopa County, to determine which reduction actions will be necessary to reduce the GHG emissions from the production, processing and delivery of food across Phoenix and the region.</p>	Office of Environmental Programs	MarCo; University of Arizona, NRDC, ICLEI, ASU	Short Term

# ACTIONS MATRIX - HEAT

HEAT (H)				
GOAL H1	Create a network of 100 cool corridors in vulnerable communities by 2030 to facilitate movement of people walking, biking and using transit, particularly within and connecting to Transit Oriented Development Districts, Village Cores, and Centers.			
	Quickstart Actions	City Lead	Partnerships	Timeframe
H1.1	<p><b>Develop walkshed mapping tool to identify key pedestrian corridors and priority routes for adding shade in vulnerable neighborhoods and increase shade provided by trees or constructed shade.</b></p> <p>A next generation Walkshed mapping tool, based on the principles of a model developed by Harvard students studying in Phoenix, is being developed in partnership with ASU to identify key pedestrian corridors and priority routes for adding shade in vulnerable neighborhoods. The tool considers zero car households, proximity to schools, shopping and transit, and identified the most likely routes or "walkshed" that pedestrians would likely take in a given neighborhood. The tool is being piloted in 2021 and will be used to select corridors for implementing priority tree and shade elements.</p>	Office of Heat Response and Mitigation (New), Office of Sustainability	ASU	Short Term
<b>Pending Actions</b>				
H1.2	<p><b>Update Phoenix's Walkable Urban Code to include additional heat mitigation standards.</b></p> <p>The Walkable Urban Code is applicable to and regulates some development within Transit Oriented Development Districts and in proximity to high capacity transit. Additional heat mitigation standards are being considered to be included in the code, along with the current shade requirements.</p>	Planning and Development		Short Term
H1.3	<p><b>Achieve "Tree Equity" where all of Phoenix's neighborhoods will reach a minimal standard of tree canopy cover that is feasible and appropriate for the city's desert climate and conditions by 2030.</b></p> <p>A new MOU with American Forests signed in 2021 hopes to achieve "Tree Equity" where all of Phoenix's neighborhoods will reach a minimal standard of tree canopy cover that is feasible and appropriate for the city's desert climate and conditions by 2030. Tree Equity is the term American Forests trademarked to raise awareness about the need to address historic disparities in tree canopy in cities throughout the United States. The current Tree Equity Score for each neighborhood can be viewed at treeequityscore.org</p>	Office of Heat Response and Mitigation (New), Office of Sustainability	Street Transportation	Medium Term
<b>GOAL H2</b>				
	<b>Increase shade provided by trees or constructed shade in 'flatland parks' (not preserves) and street rights-of-ways to achieve a 25% tree and shade canopy in pedestrian areas by 2030, prioritizing communities most vulnerable to heat, particularly within and connecting to Transit Oriented Development Districts, Village Cores, and Centers.</b>			
<b>Ongoing Actions</b>				
H2.1	<p><b>Educate city staff on proper tree care, including Right Tree, Right Place training, and the use of tall pots to help establish plants.</b></p> <p>Increasing the tree canopy of the urban forest requires that the right trees are planted in the right place for long-term growth. Recently, in order to increase the success rate of planting, a method was piloted to use tall pots to increase the number of plants that survive.</p>	Parks & Recreation	Office of Heat Response and Mitigation (New), Street Transportation, Office of Sustainability, AmeriCorps VISTA	Short Term
H2.2	<p><b>Update city's tree inventory by 2023.</b></p> <p>The 2021 Budget approved funding for updating the City's Tree Inventory—where every tree in parks, streets and rights of way will be inventoried. A contract will be issued to measure and report on tree information including the identification of lost and unhealthy trees. Using TreeKeeper software, trees will be tracked as they are planted and removed, along with the estimated value of the trees and their associated environmental benefits.</p>	TreeKeeper, Office of Heat Response and Mitigation (New)	TreeKeeper	Short Term

# ACTIONS MATRIX - HEAT

H2.3	<p><b>Implement Project sunBLOCK, which includes permanent and temporary public art microclimates.</b></p> <p>Project sunBLOCK is composed of permanent and temporary public art microclimates that lower the intense heat confronting pedestrians along key corridors in two of Central Phoenix's hottest neighborhoods by 2023. The project brings community, artists, designers and environmental specialists together to create designs that both visually and physically cool transit stops and surrounding streetscapes.</p>	Arts and Culture	National Endowment for the Arts, Public Transit, Street Transportation, Office of Heat Response and Mitigation (New)	Short Term
H2.4	<p><b>Continue to implement the Tree and Shade Master Plan to establish 25% tree and shade canopy in streets and pedestrian areas by 2030.</b></p> <p>The Tree and Shade Master Plan launched in 2010 with a vision to double the tree and shade canopy by 2030. The Tree and Shade Master Plan implementation is supported by over \$5 million in annual funding to city departments as part of a City-wide program with over 4,000 trees now being planted annually on city streets, parks and rights of way. This goal is further supported by the tree planting as part of the cool corridors with an additional 1,800 trees per year and an additional 1,000 trees per year through public donations for a total anticipated tree planting of 6,800 trees annually.</p>	Office of Heat Response and Mitigation (New), Street Transportation, Parks and Recreation	Office of Sustainability, Planning and Development	Medium Term
H2.5	<p><b>Increase tree and shade canopy of flatland parks by 25% by 2020. (Preserves are not considered flatland parks.)</b></p> <p>The Parks and Recreation Department has set a goal to plant 1,500 trees annually. As of summer 2020, 131 out of 160 flatland parks currently meet the 25% canopy coverage.</p>	Parks and Recreation	Office of Heat Response and Mitigation (New)	Medium Term
<b>Pending Actions</b>				
H2.6	<p><b>Increase shade at public transit stops in the city.</b></p> <p>An overarching goal of the T2050 plan was to provide all residents in the city with accessible transit and build ridership. Within that goal is the element to provide shade at all 4,050 bus stops in the city. Currently, 2,680 of those bus stops have constructed shade structures.</p>	Public Transit	Office of Heat Response and Mitigation (New)	Medium Term
H2.7	<p><b>Coordinate and track the planting of trees to achieve the 25% tree and shade canopy goal.</b></p> <p>At the direction of the Phoenix City Council, the Environmental Quality and Sustainability Commission (EQSC) created the Urban Heat Island/Tree and Shade Subcommittee (UHITS) with the purpose to evaluate, analyze and recommend policies to address the issues surrounding Urban Heat and to advance implementation of the Phoenix Tree and Shade Master Plan. Input and recommendations from the subcommittee will be provided to the EQSC for approval and then passed on to City Council.</p>	Office of Heat Response and Mitigation (New), Office of Environmental Programs, Office of Sustainability	Environmental Quality and Sustainability Commission	Short Term
<b>GOAL H3</b> <b>Provide resources and services to residents to manage heat.</b>				
<b>Ongoing Actions</b>		<b>City Lead</b>	<b>Partnerships</b>	<b>Timeframe</b>
H3.1	<p><b>Educate the community on proper planting and care for trees through the Citizen Forester Program.</b></p> <p>Increasing the tree canopy throughout the city will require community participation. Education on how to properly plant and care for trees is provided through the Citizen Forester program. Citizen Foresters advocate for trees by promoting best practices regarding proper tree planting and maintenance techniques, while supporting community efforts to achieve tree and shade canopy goals. Residents can become certified as Citizen Foresters and assist in the planting and care of the urban forest.</p>	Parks and Recreation	Street Transportation, Office of Sustainability, AmeriCorps VISTA, Office of Heat Response and Mitigation (new)	Short Term

# ACTIONS MATRIX - HEAT

H3.2	<b>Continue to participate in the Heat Relief Regional Network.</b> The Heat Relief Regional Network is a regional partnership of the Maricopa Association of Governments (MAG), municipalities, nonprofit organizations, the faith-based community, and businesses. The Heat Relief Regional Network works with 137 partner organizations to provide water, resources and wellness checks in communities alongside an education and awareness campaign each summer focusing on vulnerable communities. The number of heat related deaths in the county has risen in each of the last four years with nearly 200 heat related deaths in 2019.	Office of Heat Response and Mitigation (new), All Departments	MAG	Short Term
<b>GOAL H4 Increase the use of high albedo, or reflective, materials in infrastructure projects.</b>				
<b>Ongoing Actions</b>		City Lead	Partnerships	Timeframe
H4.1 Continue to implement the Cool (Energy Star) Roofs on city-owned buildings. Coating the roof reduces the amount of energy needed to cool the building, reducing GHG emissions. Cool (Energy Star) Roofs is the standard for all departments that work with the Public Works Department (PWD) to handle their roof replacement, as well as for those buildings owned by PWD. This type of roof has been implemented for PWD owned buildings since 2005.				
<b>Pending Actions</b>				
H4.2	Complete cool pavement pilot program and expand program to areas where it would be most effective. A Cool Pavement pilot is currently underway in eight Phoenix neighborhoods and one city park. Phoenix wants to test the cool pavement material to see whether it is effective at reducing temperatures in Phoenix desert climate. A second project was initiated in 2021 in four neighborhoods, all proximal to one another, to test the effective of varying types of cool pavement. Research will continue through 2025.	Street Transportation	Office of Sustainability, ASU, Office of Heat Response and Mitigation (new)	Short Term
H4.3	Be a living laboratory to test cool materials for use in Infrastructure projects. Be a living laboratory to test new materials that could mitigate urban heat island when implemented at scale. Many promising materials are coming on the market yet their performance in high temperature conditions, their durability and the overall economics need further study. For example, ASU is currently evaluating a new material from 3M that reflects heat as long wave radiation while cooling the underlying surface. ASU is also testing various coatings as part of the overall cool pavement analysis—installing temperature sensors below the pavement surface and at grade.	Street Transportation, Office of Sustainability	Street Transportation, Office of Sustainability, Office of Heat Response and Mitigation (new)	Medium Term
<b>GOAL H5 Develop HeatReady certification for cities in partnership with ASU by 2025.</b>				
<b>Quickstart Actions</b>		City Lead	Partnerships	Timeframe
H5.1	Pilot HeatReady certification in partnership with ASU. Where more than 2,000 cities, including Phoenix, have achieved "StormReady" certification by the National Weather Service, ASU in partnership with the City are seeking to pilot a HeatReady certification program—identifying the policies, programs and governance framework and scorecard to assist cities in preparing for increasing temperatures and heat waves. With Phoenix being the epicenter of research related to heat and a hotbed of heat-related programs, ASU and the city are seeking to develop HeatReady to allow it to become a national or international certification program.	Office of Sustainability, Office of Heat Response and Mitigation (new)	ASU	Short Term
<b>Pending Actions</b>				
H5.2	Expand HeatReady Certification nationally or internationally. After piloting and refining HeatReady Certification in Arizona, ASU and the city are seeking to test HeatReady nationally and internationally to increase its functionality and shared learnings and, more importantly, its impact. C40 and the Global Cool Cities Alliance have both expressed interest in becoming the global verification and certification body once the certification tool reaches maturity.	Office of Sustainability, Office of Heat Response and Mitigation (new)	ASU, C40, National Weather Service, Global Cool Cities Alliance	Short Term

# ACTIONS MATRIX - WATER

WATER (W)				
GOAL W1		Identify and implement infrastructure projects to ensure water security.		
Quickstart Actions		City Lead	Partnerships	Timeframe
W1.1	<b>Design and construct additional infrastructure to provide a reliable water supply to 1.7 million customers.</b>  The Drought Pipeline Project will provide Salt and Verde River water supplies to areas of the city that are currently entirely dependent on Colorado River water. The project is essential to the economic health and vitality of Phoenix. This sustainability project will ensure all residents have access to safe, reliable, clean drinking water during the future times of shortage on the Colorado River. This project will be financed using sustainability bonds, a result of the recent development of the Green and Sustainability Bond Framework. This will result in loan service cost savings.	Water Services	Street Transportation, Finance	Short Term
<b>Ongoing Actions</b>				
W1.2	<b>Continue to bank water, which is storing water underground for use at a later date.</b>  Arizona is a leader in water banking, the practice of storing water underground to be used later. Millions of acre-feet of water have been banked in Central Arizona aquifers through the Arizona Water Banking Authority. The water that is delivered to residents comes from renewable surface water supplies, so that groundwater can be saved for the future. In addition, a water-sharing agreement with Tucson will continue, where Phoenix will store some of its unused Colorado River water in aquifers in Tucson. In times of shortage, Tucson will give Phoenix some of its Colorado River water allocation in exchange for this stored water.	Water Services	City of Tucson, Arizona Water Banking Authority	Short Term
GOAL W2		Improve conservation of water resources by improving stormwater management, optimizing water use, conducting water audits, and utilizing wastewater.		
Ongoing Actions		City Lead	Partnerships	Timeframe
W2.1	<b>Improve stormwater drainage capacity and reduce backup surging at Phoenix Sky Harbor International Airport.</b>  Phoenix Sky Harbor International Airport, located at the end of the Camelback Mountain south watershed, will improve stormwater drainage efficiency by performing preventative maintenance that will improve capacity and reduce backup surging preventing flooding and contamination of the stormwater runoff.	Aviation	Water Services, Finance	Short Term
W2.2	<b>Identify and implement water saving measures on city of Phoenix facilities and processes.</b>  A city-wide Internal Water Efficiency Task Force was created to monitor water used by municipal operations to identify and implement water saving measures. As a result of the task force, water use dropped 46.5 million gallons. On-going tracking of water usage in Parks and Aviation Departments is possible by a GIS program developed by Water Services Department.	Water Services	All Departments	Short Term
<b>Pending Actions</b>				
W2.3	<b>Implement successful Phoenix Sky Harbor International Airport commercial cooling tower system upgrade program in other processes throughout city of Phoenix and encourage commercial and industrial adoption of process.</b>  Cooling towers are one of Phoenix's highest volume water uses. The Cooling Tower System Upgrade was successfully completed reducing water use by 20%. This cooling water treatment system was also installed as part of the Terminal Modernization Project and a system is now being installed in the Rental Car center. Future opportunities are being investigated for municipal operations and commercial use.	Aviation		Short Term

# ACTIONS MATRIX - WATER

W2.4	<b>Implement the use of the Greater Phoenix Green Infrastructure and Low Impact Development Details for Alternative Stormwater Management.</b> The Greater Phoenix Green Infrastructure and Low Impact Development Details for Alternative Stormwater Management is a handbook that provides technical standard details and specifications (TSDS) to be used for low impact development to members of the design, planning and development communities in Maricopa County. These TSDS will primarily be used on right of way projects and can be implemented in private projects. Using the handbook will result in environmental benefits, water conservation, urban heat reduction, improvement in public health and additional green spaces.	Planning and Development, Water Services, Office of Environmental Programs	MAG, ADEQ, ASU	Short Term
	<b>GOAL W3</b> <b>Increase outreach and provide programs to residents and businesses to reduce water use to 155 GPCD by 2030.</b>			
Pending Actions	City Lead	Partnerships	Timeframe	
W3.1 <b>Expand existing SRP program that subsidizes cost of irrigation controllers for residential use.</b> Water conservation has always been part of Phoenix's strategy to maintain a 100-year water supply. Residents are encouraged to adopt xeriscape landscaping with efficient irrigation controllers through a program that subsidizes the cost of smart irrigation controllers for residential use. Expanding this program will reduce water use and lower costs for residents.	Water Services	SRP	Short Term	
W3.2 <b>Expand Toilet Retrofit Program to include a low-income program and other incentives.</b> To conserve water, the feasibility of a new toilet retrofit program is being evaluated. The elements that the program will contain are a low-income program that includes toilet and professional installation at no cost to customer and a flat rebate program to all customers that purchase and install a low flow toilet that uses 1.28 gallons per flush.	Water Services		Short Term	
W3.3 <b>Expand the Homeowners Association Audit Program.</b> Homeowners Associations (HOA) use water to maintain common landscaped areas, which can lead to high costs and high water usage to keep the areas looking attractive. Up to 70% of water used by residents is for outdoor watering. Phoenix piloted a HOA Audit Program that conducted nine audits of outdoor water use within common areas managed by HOAs. Based on that pilot, the potential average savings for the HOAs that volunteered to participate was 4.5 million gallons per year if they implemented the recommendations from the audit. The program will be expanded from pilot to ongoing program by increasing the number of inspections from nine to 40.	Water Services		Short Term	